BRAND STRATEGY, ANALYSIS & RECOMMENDATIONS

DEVELOPED FOR:

SLCA | SALT LAKE CLIMBERS ALLIANCE

SLCA
SALT LAKE CLIMBERS ALLIANCE

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EXECUTIVE SUMMARY

The Salt Lake Climbers Alliance is a strong and stable organization with established brand elements. A 2021 brand identity analysis was conducted to determine the SLCA brand identity, value, and position. The results and conclusions of the SLCA brand evaluation will inform brand recommendations designed to meet the organization goals. The recommendations offered are designed to help SLCA better differentiate itself among competitors, meet the needs of current members, and attract new audiences and potential members. SLCA is an advocacy group based in Salt Lake City, Utah which creates, protects, preserves and provides climbing resources and opportunities for interested members in the Wasatch Front. Good branding answers the questions – Who are you? Who needs to know? How will they find out? Why should they care? (Wheeler p. 2).

The current SLCA branding position was researched through face-to-face interview with Julia, the Alliance's executive. A survey was administered with 330 respondents and additional research was conducted through the Alliances website and those of their competitors. A SWOT and social media analysis which formed part of a more comprehensive competitor analysis gave a foundation for the development of a brand persona for SLCA.

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- Use an Engagement Funnel to Increase Participation
- Create Awareness with new members and renewing members.
- Get commitment by providing personalized inspiring content for your followers.
- Increase participation by deepening member commitment and spreading your message.

Personalized Branding
- • Incorporate the needs of all SLCA membership personalities.
- • Recognized and individualize branding that focusses on each group's wants and needs.
- • Create space for all the various types of SLCA members.
- • Redouble social media outreach efforts.

New Member Onboarding – Make new members feel welcome and engaged right from the beginning, through incorporating several areas of engagement and interaction:
- • Highlight perks of membership.
- • Create mentorship opportunities.
- • Keep consistent communication with interactive updates regarding relevant climbing issues, social
- • Events, volunteering opportunities, sign-ups, and forum discussions.
- • Provide links to online access and resources.
- • Create other onboarding support and engagement, including facilitation of members communicating with one another (Aptify, 2021).

Westminster College's MSC Program would like to thank SLCA, its Executive Board, and members for their insight and contributions to the survey and research into SLCA's commitment to advocacy, stewardship, and education.

LIST OF FIGURES

INTRODUCTION

Salt Lake Climbers Alliance (SLCA) is a local advocacy group with a mission to build a sustainable future for climbing along the Wasatch Front. As the "Unified Voice for Climbers in the Wasatch," the alliance advocates for public and private landowners to protect climbing access across the region. The alliance also serves as a steward of climbing sites, managing the maintenance of established routes, upgrading, and developing sustainable trail access, and educating the climbing community on responsible use of outdoor climbing areas. Those in the Wasatch Front climbing community have a vested interest in an alliance of advocacy, stewardship, and education. This community works in tandem with public and private landowners to protect climbing access across the region. SLCA is also engaged with local and national governments and public land agencies to advance the goals of their members. Partnership with local and national climbing advocate organizations is used to expand member reach and cultivate an even greater audience through community outreach and age-based programs.

There has been a need to develop a rebranding program that will commensurate the requirement of a current branding trend and create a memorable branding identity in the minds of the Alliance's audience.

SCOPE OF PROJECT

SLCA's brand and style guide has been working well for them. With that in mind, our group evaluated the content they are currently producing which includes current brand alignment, message/tone, consistency, and the amount of branded content (or communication) that is being provided to members and the community. We used primary and secondary research methods to "take the temperature" of the organization through a SWOT analysis, and secondary research into the competitors and market that SLCA operates within. This analysis includes research into demographic trends and any larger "global issues". Using primary research, we developed a typical member profile, identifying traits that will allow SLCA to better connect with them and meet their needs.

Through this evaluation, we were able to understand the brand personality and identity of SLCA. We used SLCA's vision, mission, and core values as our north star to determine if the brand voice, visual identity, and personality of the organization are aligned and communicated through content. Based

on the information collated, conclusions about the position of SLCA shaped comprehensive and implementable recommendations for the next phase in both verbal, visual, and value identities. Recommendations for brand strategy are rooted in brand best practices and based on evidence from study and research data.

RESEARCH METHODOLOGIES

SLCA Brand Identity

Primary Research

Interview

Interviews are a fundamental research method for direct contact with participants, to collect first-hand personal accounts of experiences, opinions, attitudes, and perceptions (Hanington & Martin, 2019).

Our most critical piece of research for the leadership statement came from an interview with the Executive Director, Julia Geisler. Most questions were open-ended with the intention of flexibility for gathering more information as offered or changing first draft questions based on responses. We chose the targeted audience, Geisler, to focus on information from the leadership perspective, as well as her stakeholder position, with a vested interest in our inquiry.
Questions included:

1. What does the SLCA do?

2. What is the SLCA's Mission? Vision?

3. What are the organizations Strengths? Weaknesses?

4. Where do you see the SLCA in 5 years?

5. Who do you consider your target market?

6. Who are your competitors?

7. What tone do you hope to communicate through your messaging?

Questions of this nature provided answers to analyze alongside the member survey responses. Other questions gave insight for branding content analysis. Quantitative and qualitative analysis enabled our team to develop a clear understanding of where Geisler and SLCA members aligned in terms of brand identity.

Primary research collected from the Executive Director interview along with a member survey allowed our team to collect data about the SLCA culture and values. The Leadership Principal Statement was created using this data paired with the stated mission, vision, and values statements.

Survey

A member survey was carefully crafted to gather primary research data. Questions included a variety of multiple-choice answer options and opportunities for members to write-in their own comments. The survey pool consisted of 17,000 SLCA members with 330 respondents. Survey results were documents and analyzed to make brand identity conclusions. Conclusions were then joined with other research sources to produce member personas, SWOT, communication and brand identity recommendations, as well as the Leadership Position Statement.

Website Analysis

The SLCA website was a solid resource in comparing SLCA to its competitors and other non-profit organizations. It also was an important source for collecting visual content for analysis. The sponsored programs, blogs, tone of voice, images, and leadership profiles were all necessary for a content evaluation. Addendum 4 provides a detailed look into the content that was analyzed and the effectiveness of each brand element. An in-depth look at all parts of the SLCA online presence provides context to the overall branding strategy. The mission, vision and values expressed across the SLCA pages show how the organization wants to be positioned and perceived. Differences between the stated mission, vision, and values statements and member perceptions informed recommendations.

Internal Brand Content— Strategic Plan and Brand Guidelines

Analysis of The SLCA Strategic Plan was a primary research source that provided data for many of our evaluation of the SLCA brand identity. It offered insight into how SLCA perceived their position and future in the market. By merging that internal perspective with secondary research, conclusions about the SLCA SWOT and competitive analysis were produced.

The SLCA Brand guidelines were used as supplemental research to align the leadership statement with the brand. Aligning the brand and visual communication to form the LPS creates a cohesive and implementable aspect to the statement.

Secondary Research

Supplemental Research/Articles/Readings

Brand management firms, communications professionals, and brand researchers have all published evidence and shared their experience in blogs, scholarly articles, and books. Supplemental reading was vital research to gain a broader and more general view of business and demographic trends that could affect goals, perception, and strategic tactics.

Recent studies have shown that businesses across various industries are placing a higher priority on growing brand value. This is driving research and documentation on brand identity, visual identity, and strategies to grow brand visibility and authenticity. Research and documentation of consumer preferences and perceptions in industries similar to SLCA is relevant to our analysis.

Target audiences and their values, beliefs, and emotional drivers are relevant to SLCA brand strategy. This brand analysis collected information about members, along with outdoor industry, non-profit, and demographic data from secondary sources to make effective recommendations. Supplemental research in the form of relevant and timely articles (Thompson, 2019) and credible text- books (Wheeler, 2006) also provided studied evidence for SLCA brand insights. Additionally, recommendations for SLCA cite best-practices gathered from these sources and provided expert advice for a multidimensional brand strategy. The sources cited all contributed to inform brand conclusions and recommendations.

Methods Summary

Primary research collected from the Executive Director interview, member survey, and SLCA 2020 Strategic Plan provided significant data. The results, when paired with secondary sources on best practices, allowed our team to make informed conclusions about how to align brand communication.

Secondary research came from survey results of The SLCA Strategic Plan, The SLCA Branding Guidelines, SLCA website, specific readings and respected publications shaped by experts. Published studies and articles from the Westminster Library Database contributed to conducting the competitor analysis and provided an evidence-based guide for conducting an effective survey.

SLCA SWOT Analysis

Peers & Competitor Analysis

SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. A SWOT Analysis is a technique for assessing these four aspects of any organization or business.

An understanding of what makes your company different and unique will create opportunities. A unique value preposition will inform the brand positioning, which sets you apart from the competition. If weaknesses can be identified, organizations have a chance to manage the risks. In some cases, it is possible to implement strategies to reduce threats and increase resiliency in business operations before they are a problem.

In *Figure 1*, highlights of the SWOT analysis conducted for SLCA are outlined. The data presented comes from primary research methods including a voluntary survey and an in-depth interview with Julia Geisler, the SLCA Executive Director.

FIGURE 1. SWOT Analysis

FIGURE 1. SWOT Analysis

S

STRENGTHS

- SAFETY
- LAND STEWARDSHIP AND ADVOCACY
- CLIMBING OPPORTUNITIES
- VOLUNTEER OPPORTUNITIES
- RESOURCE PRESERVATION AND MAINTENANCE
- EDUCATION AND AWARENESS

WEAKNESSES

- CULTURE OF INCLUSIVITY
- STRATEGIC PLAN
- SOCIAL CONNECTIONS AND NETWORKING
- SOCIAL MEDIA OUTREACH
- WEBSITE
- INADEQUATE DISSEMINATION OF INFORMATION

W

OPPORTUNITIES

- MORE VOLUNTEER OPPORTUNITIES FOR TRAIL CLEANUP AND RENOVATION
- CLIMBING /COMMUNITY EVENTS
- EASY ACCESS TO INFORMATION VIA SIGN-UPS (USE OF TECHNOLOGY)
- SOCIAL ACTIVITIES AND CONNECTION, MENTORSHIP
- ACTIVITIES FOR CLIMBERS OF ALL SKILL LEVELS
- MORE INPUT FROM MEMBERS (RESPECT AND ACCESS TO BOARD, INFLUENCE)

THREATS

- PERSONAL LIMITATION WITH TIME
- WEATHER AND SEASON
- DON'T ENGAGE
- POLITICS
- OVERALL SATISFACTION

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T

Market Position | SWOT Positions

Strengths

From the survey conducted with Alliance's members, many of them indicated high marks for SLCA in many areas including, but not limited to: stewardship, advocacy, preservation, education and awareness.

- Respondents found SLCA to be good at ensuring safety with trails. One hundred and eighteen respondents, a majority of members, indicated this to be a reason why they get involved with SLCA.

- 67.9% of members surveyed indicated their appreciation for the great work being done un-

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der preservation and maintenance programs. The Alliance is being recognized by members for making sure resources are preserved for the future.

- Land Stewardship and Advocacy

- Creating opportunities for members to volunteer and serve the community.

- 52.1% of the respondents also found SLCA's education and awareness program as one of the things that matters to them most.

Opportunities

SLCA would need to look at what opportunities are available outside the organization to improve and create programs that will attract more members. Members surveyed pointed many areas of opportunities that SLCA may explore. Some of these have been discussed below.

- **Increase volunteer opportunities for trail cleanup and renovation.** Over 82 members would like to do more in the area of volunteering. SLCA may invest in this area and get more people involved.

- **Climbing /community events.** Plan more climbing festivals and opportunities for members. Other areas beyond the Wasatch Front such as Cache Valley could be explored for expansion in membership and programs in the future.

- **Easy access to information via sign-ups (use of technology).** There exists a huge opportunity to reach members and get them involved through the use of technology. Technology can be used to mitigate some of the negative effects of excessive use of the outdoor recreational sites. "Technology can be a solution to the problem of getting people back into nature in the right (i.e. environmentally responsible/respectful) way, rather than a herald of its eventual ruin. All over the world, outdoor pursuits are thriving, the number of participants growing exponentially" (Shorter, 2016).

- **Social activities and connection, mentorship.** There could be opportunity to increase programs such as the Salt Lake City Climbing Festivals. "Research confirms that quality mentoring relationships have powerful positive effects on young people in a variety of personal, academic, and professional situations" (Mentor Washington, 2018). Ben Crawford on the importance of mentorship in climbing states this "It is through mentorship that we offer longevity to our sport. Eventually, those bolts we're clipping will need to be replaced and trails will

need to be rebuilt. Often, this sort of knowledge is passed from a mentor to an eager learner. And in doing so, we create stewards of our community."

- **Activities for climbers of all skill levels.** Create opportunity for everyone who is willing to participate in the sports of climbing. Using the rating as described on REI website in the appendix below, create opportunities for all who are interested in climber adventures and experiences.

Weaknesses

The weaknesses in an organization are the things it struggles with and does not do so well with. From the survey conducted among SLCA members, the following were found to be areas that members are so enthusiastic about.

- **Culture of Inclusivity:** 9.7% of the respondents found SLCA to be doing a successful job in creating a culture of inclusivity. When asked "how important is it for you that SLCA cultivates an inclusive community with SLCA events?" over 50% of respondents scored 5 on a scale of 1 to 5, 5 representing very important.

- **Strategic Plan:** In an interview with Julia at SLCA, the lack of strategic plan for the Alliance was found to be the major weakness of the organization.

- **Social Connections and Networking:** 12.4% of members who participated in the survey found this to be important to them. It could be as results of lack of effort by SLCA in creating the opportunity for members to socialize and network among themselves.

- **Social Media Outreach:** Only 2.7% of survey respondents had been reached by SLCA via Face- book and 32.4% through Instagram.

- **Website:** 4.2% out of the 330 members surveyed heard of SLCA through the website and 3% want to be reached through the same medium.

Threats

As SLCA operates in a larger industry and environment, there are all kinds of threats to smooth operations of its programs. The following are but a few of the threats we identified from the survey that was conducted among the members of the Alliance.

- Personal limitation with time. As people get busy with what they have to do for family and self, it becomes difficult for families to create the time for sports and recreation such as climbing. Parents are also getting worried about the safety of their children in participating in outdoor recreation. "Apart from environmental limitations, another reason proposed for the decline of outdoor play is the adults' FEARS FOR CHILDREN'S SAFETY" (Kalpogianni, 2019).

- Weather and Season. With all outdoor activities, unfavorable weather elements can have a devastating and disruptive effect on what is planned. Excessive snowfall and heat have proven to be particularly detrimental to climbers' activities. "The effects of climate change are seen everywhere, but the world's mountain ranges in particular have changed dramatically over the last 50 years. As a result, mountain climbing is becoming an increasingly risky past time, with regular deaths occurring from the lack of ice and snow on the peaks. Climate change is making mountaineering riskier.

- On peaks everywhere from the Himalayas to the Alps, falling boulders, increasing numbers of avalanches and unstable ground have made it more and more difficult to climb, with the issues only set to worsen.

- In the Himalayas, rising temperatures are changing weather patterns and increasing the risk of deadly avalanches" (Adventure Alternative, n.d.). The story is no different in the United States "Professional mountaineers in the US say some peaks in the Pacific Northwest that still have glaciated terrain have become increasingly hazardous. In some cases, it is no longer possible for mountaineers to climb them" (Khadka 2019). These all pose as threats to the activities of SLCA.

- Politics. Different political administration could enact laws and policies that can curtail access to climbing sites. This is a threat to SLCA and all others in the climbing industry. Matt Samet states "No matter where you land on the political spectrum, it's hard not to be alarmed by the land-use decisions being made by the current administration. From the scaling back of and opening to resource extraction at Bears Ears National Monument in Utah, which includes areas of deep importance to Native Americans and climbers alike, to a biased anti-science agenda that precludes even the discussion of climate change (As I wrote this, it was 68 F in Boulder, Colorado, in January, the time of year when we typically have crisp 35-degree temps and snow on the ground), things are not moving in a climber-friendly direction".

Brand Identity Research | SLCA Member Survey

Surveys

Surveys are one of the most used and effective methods of conducting research. Creating the ability to be versatile with information collected, with quick turnaround, and little to no cost, surveys continue to be the go-to method of gaining a pulse on how a brand is perceived (Wheeler, p. 214).

Why do a brand survey? "Distributing brand identity effectiveness surveys will enable you to glean insights that can inform your brand identity well" (Alchemer, 2019). These insights include:

- How effective the brand identity is at achieving its primary objective of association.

- Areas where improvements can be made.

- What elements of brand identity are working effectively?

We utilized the MailChimp email survey platform to assess SLCA's branding perception amongst its members and subscribers. The data was collected through various types of questions, each with a specific purpose. According to Julia Geisler, SLCA Executive Director, SLCA is interested in a brand refresh, and identifying ways to help increase membership and interest among "a younger and more diverse population of climbers".

Survey Strategy

We utilized a variety of scaled, open-ended, and multiple-choice questions in our brief survey. Using a variety of questions creates the ability to "better understand and address quantitative data" (Killip, 2021). This assessment of branding perceptions focused on 5 different key areas (Qualtrics, 2021):

Cognitive: Associations with SLCA for members. Do members always think of SLCA with certain aspects of your brand?

Emotional: Identifying what kind of feelings are associated with SLCA. It's valuable to assess the emotional responses of members. Do members move toward or away from SLCA?

Language: These types of questions assess how members internalize and understand SLCA. This is an essential part of branding assessment, with particular importance to the words used to describe SLCA.

Action: How positive or negative has a member's experience been with SLCA? What motivates them to engage? What could motivate them to engage more?

Communication: How do members communicate and prefer to engage, discover, and learn about SLCA? To achieve the goal of having "every gym climber in the Wasatch also be a member of SLCA", as Julia communicated, we needed to find out how promotion is most impactful and valued with current membership.

Uncovering Values: Inclusivity

Inclusivity was identified as an important focus within SLCA, and a strategic part of attracting new membership.

We chose to use the term inclusivity rather than diversity for several reasons:

"Inclusion is about belonging." Diversity is the "what"; inclusion is the "how.", according to the Spark team (2019). This is an important differentiator, and communicates the sentiment we felt SLCA wants to promote.

"If your culture does not embrace different perspectives, you will not be able to retain diversity. Inclusion requires that everyone's contributions be valued, that individuals, regardless of the diversity dimension, have the same opportunities. With all the focus on advancing diversity, organizations also run the risk of backlash from majority groups" (Spark, 2019).

Survey Structure

We structured the survey to include no more than 12 questions (around 10 is statistically the number you want to stick with due to time constraints and attention span). We asked easier questions first and left the 4 open-ended questions for the end of the survey (Alchemer, 2019). The inclusion of open-ended questions is important to gather true open-ended responses.

Kimberly Houston from Jotform Blog shares that "responses to... open-ended question(s) will give you valuable insights into improvements you can make...Whichever brand survey questions you use, be sure they're formulated to collect the specific kind of responses that will help you understand how people really feel about your brand and what motivates them to buy from you. A brand perception survey is an excellent tool for aligning your brand with what your target audience wants, ensuring that your message is relevant in the market" (Houston, 2020). Please see *Figure 2* for survey details.

FIGURE 2. Survey Details

SURVEY DETAILS
Mailchimp Survey
SLCA master email list of 17,000 emails
330 responses

June 22-26th
12 questions

Results Analysis

Communication

Communication is a high priority for SLCA members. Requests for more communication had a high response rate, with members asking for increased communication through a variety of access points. Email was the most preferred, followed by social media and the SLCA website.

Values

For the majority of SLCA survey responders, resource preservation and maintenance are the top priorities of SLCA membership. This was followed by advocacy for public and private lands, climbing community support, and education and awareness.

Community engagement, culture of inclusivity, and climbing opportunities were the secondary value priorities.

These three values: Advocacy, Preservation (trail and anchor maintenance and land), and Community were the top motivators, values, and impressions for SLCA membership across the survey.

Inclusivity as an Emphasis

Survey responders suggests that for most members, inclusivity is an important value to continue to promote and cultivate within the organization, and additional focus would be supported. The sentiment and value placed on inclusivity was not the highest priority for most responders but valued nonetheless within SLCA culture.

Word Associations

Assessing the feelings and associations that SLCA invokes with members showcased high association with Advocacy. Trail and Anchor Maintenance was nearly as high, followed by Community.

SLCA Membership Satisfaction

To understand and gauge the overall satisfaction rate of SLCA membership, a scaled question assessed existing levels of satisfaction. Most respondents reporting a high level of satisfaction overall with SLCA.

Overwhelmingly, most respondents said safety and the anchor/bolt replacement efforts are the best thing about SLCA. This was followed by community, and land stewardship and advocacy.

Motivations of SLCA Members

When it comes to motivating involvement with SLCA member respondents, the top 3 responses were (in order): Community, Advocacy and Stewardship, Safety and Anchor/bolt Maintenance.

Preservation and Climbing opportunities were noted as the second most important motivators to respondents.

Increased opportunities to volunteer with SLCA is overwhelmingly reported to be the best way to motivate members to have increased engagement. Increasing climbing and community events is the second most reported way to increase engagement with members.

Forum for Additional Sharing

The last question gave members the opportunity to share anything in a confidential manner. Overwhelmingly, "keep up the good work" was the sentiment shared. This was followed by "thank you". Others shared "ask for help", "keep being inclusive" and "startup events again" in this post-covid time.

Preference of Swag

SLCA members communicated an overwhelming preference that swag be a T-shirt.

Keywords

Conclusions

There were many words and phrases which showed up time and time again in the open-ended questions.

This collection of key words highlights the associations, feelings, priorities, and core values of the SLCA membership. When making decisions about SLCA events, communications and even focus, it is helpful to revisit these key words to keep the organization aligned with the preferences of the membership, creating a strategic guardrail. Please see Figure 3, Survey Keywords Infographic.

FIGURE 3. Survey Keywords Infographic

SLCA Member | Persona

Member Persona: Values and Motives

The values, motivators, and desires that were uncovered during the survey create the SLCA Member Persona. As the data is assessed, we can see what interests, core values, motives, drivers, and communication preferences the membership finds important.

FIGURE 4. Member Persona

SLCA | MEMBER PERSONA

INTERESTS
Volunteer opportunities
Climbing opportunities
Varied outdoor activities
Social events for climbing friendships
Environmental activism
  • Stewardship & Advocacy
Educational opportunities
Mentorship opportunities

CORE VALUES
• Integrity
• Adventure
• Legacy
• Inclusiveness
• Responsibility
• Citizenship
• Contribution
• Friendship
• Growth
• Knowledge
• Respect
• Service
• Generosity
• Community
• Passion
• Fun

DRIVERS
Increased — Flexibility, Access, Action
  • Climbing levels
  • Volunteer opportunities
  • Social events
  • Member voice
  • Inclusivity
  • Event locations
  • Event times (weeknight, evenings)

COMMUNICATION
Prefers consistent/current easily-accessible information from:
  • Websites
  • Emails
  • Updated calendar
  • Social media platforms/posts
Online discussions
Easy access to sign-ups and event information
Creative/engaging communications — films, videos, social media
In-person communications

MOTIVES
Safety improvements
Resource preservation
Opportunities to give back
Social connections with others who share their interests
Climbing — inspiration, opportunities, motivation
Access to education
Making a difference — environment, sport, community

SOURCE: Member Branding Survey, June 2021

This persona highlights the motivators, values, need and wants from SLCA members.

Member Communication and Strategy

Findings and Recommendations

The take-aways from the survey and member responses highlight several things. First, the survey shows that the mission of SLCA, "to serve as the unified voice of all climbers in the greater Wasatch region, engaging as an advocate to protect outdoor climbing access and as a steward to maintain sustainable climbing resources in the Wasatch and surrounding regions", is being successfully executed and upheld.

The vision of SLCA, to maintain access to well-managed and sustainable climbing areas for Wasatch climbers, is being actively supported and valued by members.

Inclusion is valued and supported by the membership, and while it does not assess to be a high priority for most members of SLCA, it is seen as important and worthwhile within the culture of SLCA.

Additional takeaways inform us what members do want from SLCA: members want MORE. More opportunities to give back. More social interaction with fellow climbers. More communication from SLCA about current events and projects. More climbing events for all levels of climbers. More access points to connecting with SLCA members. More challenges. More discovery. More voice. And more SLCA t-shirts!

Climbing is by nature a very adventurous and challenging sport. Members want to reignite their passion for climbing, increase availability of interactions and opportunities for growth through giving back, and forge friendships with other climbers. They want increased educational opportunities and engagement within their community of climbers. They want dynamic and interactive communications that remind them about how much they love climbing and want to preserve the beauty and opportunities available in the Wasatch Front areas.

By understanding members feedback from this survey and prior surveys administer to SLCA membership, you can tailor communications, events, and the focus of SLCA to speak most effectively to attract, engage, and retain active and potential membership. With the recommendations outlined below, SLCA can retain their valued membership base and attract new membership, often by utilizing the same outreach strategies.

Engagement

Recommendation #1: Use an Engagement Funnel to Increase Participation

Engagement is an essential part of maintaining active participants in a non-profit organization. Creating strategies to increase member engagement can be broken into 3 parts. (*Figure 5*)

FIGURE 5. Member Engagement Funnel

(https://www.ensync-corp.com/blog/guide-to-member-engagement)

The Member Engagement Funnel highlights the 3 phases of creating and cultivating engagement within non-profit membership.

By using the Engagement Funnel to maintain the focus of branding, not just the SLCA mission, the sense of community is strengthened. Regardless of differences, the sense of community and belonging can bridge the gap. According to NonProfits Source, "55% of people who engage with nonprofits on social media end up taking some sort of action" (2020).

Recommendation #2: Personalized Branding

With SLCA's focus on engaging and attracting new and younger members, we can look at the data collection from the survey and deduce several priorities and develop strategies. This strategy also includes incorporating the needs of all the SLCA membership personalities. By recognizing and in-dividualizing branding that focuses on each group's wants and needs, you create a space for all the various types of SLCA members.

Wild Apricot has some great insight into the different kinds of members, and how to engage each type of member (Ibele, 2017):

Who:

- **Shy Members:** Stay on the sidelines, even when attending events. Don't openly share their opinions but continue to participate. Uncomfortable engaging in large groups,

- **Remote Members:** Unable to attend any events, they feel disconnected. They follow the cause and maintain membership, at least for a time.

- **Young Members:** Most events are geared toward the seasoned members, and younger members often feel unseen. Their value systems may differ from the older members of the organization. The future of your organization. They are apt to bring their friends.

- **Old Members:** Not connecting as often or as well with social media outlets. The updated processes leave them feeling disconnected and uncomfortable, even resistant to any changes. It is not unusual to have older members be resistant to the social changes re-flected in your organization as well.

- **Super-engaged Members:** Showing up to all events, volunteering and engaging in all the opportunities offered, advocating for the organization. You wish you could clone these members.

How:

- **Shy Members:** Create ice-breaker opportunities before events. Find avenues to help them be in smaller groups to create familiarity and comfort, or seek them out at events and ask for one-on-one discussion. Create smaller, low-key situations. Mentorship programs involving their help.

- **Remote Members:** Focus on remote members in a blog or newsletter. Find opportunities for them to connect with members online, with social media or online forums for interactions. Highlight efforts of members in other locations, perhaps with them writing a blog or social media posting. Create compelling content with videos, pictures, webinars, etc. Help them feel informed and connected.

- **Young Members:** Create socials prior to any event. One organization saw a 20% increase in attendance whenever they included a social. Pair them with older mentors as part of a mentorship program. Stay active on social media, and consider creating a discussion board or forum for connection. Create activities in person that appeal to them, and online opportunities for interaction. Create dynamic and compelling content to help encourage discovery and curiosity.

- **Old Members:** Whenever changes are made, whether to processes, events, or focus, take time to communicate why you are doing it. Keep an emphasis on live events. Create a VIP membership with different levels of recognition for members with longevity. Utilize them with mentorship programs or other areas where they can give back and feel valued.

- **Super-engaged Members:** Pair them with new members, adding to the mentorship pro gram. Utilize them whenever possible, to continue to create connection within the organi zation. Create avenues for recognition.

Recommendation #3: New Member Onboarding

Make new members feel welcome and engaged right from the beginning, through incorporating several areas of engagement and interaction:

-Highlight perks of membership.

-Create mentorship opportunities.

-Keep consistent communication with interactive updates regarding relevant climbing issues, social events, volunteering opportunities, sign-ups, and forum discussions.

-Provide links to online access and resources.

-Create other onboarding support and engagement, including facilitation of members communicating with one another (Aptify, 2021).

Attracting new membership, from a wide spectrum of potential members, is a focus for SLCA. By creating an immersive experience and culture, the connection and community will be the biggest motivator for attracting and engaging new members. The ripple effect of incorporating a more supportive situation for new members will be the added interest and exposure to their friends, which was the second most common way that members were initially exposed to SLCA.

Brand Strategy — Internal Communications

MISSION, VISION, VALUES: LEADERSHIP POSITION STATEMENT

Leadership Statements are sometimes referred to as a personal leadership statement or a leadership philosophy statement. It is a statement of vision that helps a leader or group of leaders define their role, beliefs, values, purpose and how you lead others. A leadership statement is especially helpful in nonprofits when leaders can get distracted by issues and responsibilities. The statement focuses on the future and allows you to evaluate long terms goals while identifying the kind of leader you hope to be."

Why create a Leadership Statement? As of now, we are unaware of a guideline, or such statement existing for the SLCA and created one to fill this gap in the leadership area. We chose to incorporate the mission, vision, and values of the SLCA into a memorable acronym. This acronym can not only communicate to internal audiences the values and considerations of leadership, but also provide a foundation for leaders to make those strategic and brand decisions. The ASCEND statement, described in Figure 6, calls out Authenticity, sustainability, cultivation/collaboration, empathy, narrow focus, and differentiation as the guiding principles of SLCA.

The ASCEND Leadership Position Statement acts as an internal guideline of discussion for SLCA leadership and serves to be a template of reference for creating communications internally and externally. It yields both the appearance and foundation of communication to be aligned and intentional. It is a summation of the essence of the SLCA at this moment in time and is built with the intent of being able to change over time and growth of the organization, creating consistency and sustainability.

FIGURE 6. ASCEND Acronym

A S C E N D

AUTHENTICITY Place the SLCA Values at the forefront of every action. It's essential to align essence with purpose and actions. The organization's essence starts with you. You know who you are as a leader, and you know what the organization's values and missions are. It's important that your essence and the organization's essence align for communication purposes.

SUSTAINABILITY in the business sense. Mobility, fluidity and flexibility of work are important. Changing with the industry breeds sustainability. Focus on root causes instead of symptoms when difficulties and changes arise. When you look at change positively, you lead with necessity and not fear. Try to always challenge your thinking and remove boxes instead of placing issues inside them and labeling them. Always ask yourselves if what you are about to do will make a lasting impression on the industry.

CULTIVATE COLLABORATION The organization is unable to exist on its own. Keep in mind that collaboration should be a key focus for leaders and reaching out to other organizations is a good thing. Organizations can coexist while still maintaining a level of competition. Creating meaningful change should be more valued than making money. Cultivating collaboration also touches on diversity and its importance in and organization. Diversity breeds innovation and in turn, will breed success.

EMPATHY Lead with empathy by not only understanding but responding to the needs, values, and perspectives of all people involved in stewardship, advocacy, community engagement, and education. If you want to widen your audience to all Wasatch climbers, including gym climbers, you must listen to their needs and show that you find value in their values.

NARROWING of focus. Now that you understand the marketing, branding, and visual communication aspects of your organization and where they are positioned in the industry right now, you want to push the boundaries into clarifying your core values and brand strategy for the purpose of positioning your brand better. Once positioned where you want to be, you will have brand essence - voice, tone, and central idea and unifying concept. Consistency is key in external communication for the SLCA's goals.

DIFFERENTIATION It's not enough to just be different. Demonstrating the SLCA's difference is one aspect of differentiation but making it easy for members and non-members to understand that difference through communication is the actual key.

Greyscale

The core colors within the SLCA brand and style guide are largely neutral. Three of the four colors are black, white and a black gradient—grey. While studies have shown that that the combination of a black text on a white background is the most readable and clear contrast for communication there are drawbacks to using pure black (Zorko & Cerepinko, 2019). The contrast of black text on white and white text on black backgrounds can be hard on the eyes in several different ways (UX Movement, 2018). This contrast is illustrated in *Figure 7*. A greyscale is a measure of light, the highest level of gray is black, and the lightest shade is white. Adding greyscale colors to the approved brand palette will allow SLCA to stay consistent across the brand with a reader-friendly shade of black to be used in text.

FIGURE 7. Pure Black vs Dark Grey Text and Background

NOTE — The figure below illustrates best practices for the use of black in text and text backgrounds
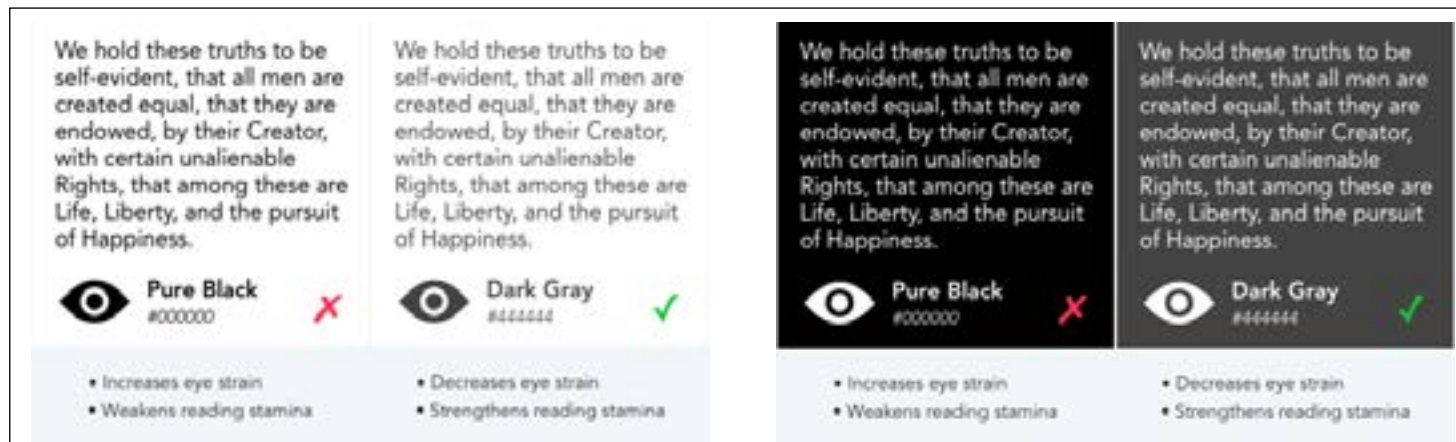
Black has a very strong and bold connotation. In its pure black form, it is absent of light and can be considered too intense when used liberally. These negative aspects can be minimized by using a lighter shade of black in backgrounds and graphic designs intended for both print and digital viewing (Nichols, 2019).

The only non-neutral color in the SLCA core color pallet is a shade of orange. This orange color is ideal for injecting impact and personality into brand content as well as highlighting calls to action (CTAs) on websites. Along with black, orange can be used to draw the user's attention to particular content or click-related button that we want to guide audiences towards. The contrast of an element with its background is what makes CTAs so effective in influencing user attention and behavior.

Although both black and orange are key colors in the SLCA core color palette, the effect when pairing them can be too strong. Together the colors each make the other appear brighter and more prominent. The combination can also provide a recollection of the well-known Halloween holiday color scheme (Nichols, 2019). By selecting a black tint to add to the brand color palette SLCA can minimize the negative properties of black while continuing to employ its many benefits.

Figure 8 features the pure black climbing festival logo and contrasts it with new designs that were created using a lighter black color option. The two new black designs illustrate the less intense impression black has with some white added.

FIGURE 8. Phase 2 Greyscale

PHASE 2 | GREY-SCALE

PHASE 2 | ICONS

SLCA
SALT LAKE
CLIMBING FESTIVAL

INSPIRATION ELEMENT
CORE COLOR **|** BLACK

IRON
#231F20

CHARCOAL
#414042
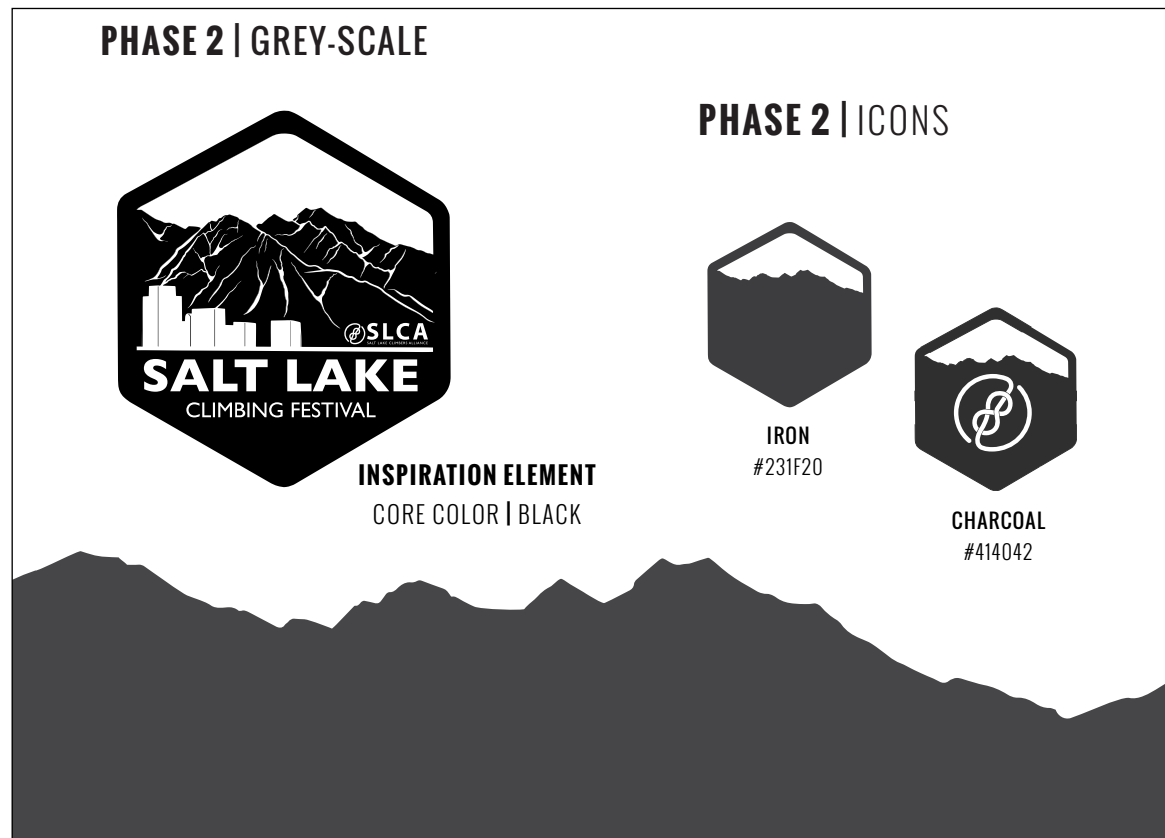
Adding additional colors to a secondary brand palette can allow SLCA to bring more depth to the brand's personality. Identifying when and where these additional colors can be used will also offer a wider appeal to a range of audiences and offer guidance when selecting photography and classifying or creating new content.

Color psychology is the study of how colors affect perceptions and behaviors. While it has been used extensively by marketing and branding professions to influence consumers, it should not be the only method used to select secondary colors for SLCA (Whitfield & Wiltshire,1990). The psychology of a color can be useful but, it can be too dependent on personal experiences to be universally translated to specific feelings. Personal, contextual, traits of a color can influence our individual perceptions and muddy any universal effect they have. While studies have shown that color psychology can be useful in marketing and branding, the context of the brand and its personality should also be considered (Singh, 2006). By incorporating colors that are prominent in the outdoor environments frequently seen in SLCA climbing photography along with color psychology ideal SLCA secondary and tertiary colors can be thoughtfully decided.

Figure 9 shows four colors that were taken from SLCA brand images that also have traits and project emotions that the brand espouses. The addition of the color mahogany, blue spruce, spring green, and golden sand into the phase 2 brand palette in *Figure 10* will provide a complement to the core colors already established. Spring green and golden sand are appropriate for designation as tertiary color; the suggested color brand hierarchy is illustrated in *Figure 11*. Tertiary colors, the third level of the brand color palette, should be used sparingly. A best practice reference point for the use of tertiary colors is 10% of the entire color palette (deBroome, n.d.). While not a large part of the brand, this third level in the hierarchy is useful to add diversity and highlight SLCA content that may be different. The green leaf and rope icon in *Figure 12C* is an example of how the tertiary color spring green could be used as an identifier of SLCA content that is conservation related. For this color coding to have identifiable meaning it would need to be used consistently across the brand. The use of a color legend on the SLCA web page could reinforce the connection of brand color coding to members.

SLCA | CORE COLORS

FIGURE 9. Core Colors

CORE COLORS USE GUIDELINES —

Primary color pallet:
- Advertising
- Marketing
- Communication
- Collateral

ORANGE

4-COLOR PROCESS:

22.75% CYAN
78.72% MAGENTA
100% YELLOW
13.16% BLACK

RGB VALUE:

R: 175
G: 78
B: 27

WEB-SAFE HEX: AF4E1B

AF 4E 1B

LIGHT GRAY

4-COLOR PROCESS:

0% CYAN
0% MAGENTA
0% YELLOW
40% BLACK

RGB VALUE:

R: 113
G: 117
B: 120

WEB-SAFE HEX:

99 99 99

WHITE

4-COLOR PROCESS:

0% CYAN
0% MAGENTA
0% YELLOW
0% BLACK

RGB VALUE:

R: 255
G: 255
B: 255

WEB-SAFE HEX:

FF FF FF

BLACK

4-COLOR PROCESS:

0% CYAN
0% MAGENTA
0% YELLOW
100% BLACK

RGB VALUE:

R: 0
G: 0
B: 0

WEB-SAFE HEX:

00 00 00

GREYSCALE

GREYSCALE USE GUIDELINES —

Body copy and text should use charcoal. This color of black is easier to read against white backgrounds and is recommended for icons and other brand elements. A lighter shade of black can be less harsh to the eye, humanizing, and make the brand more approachable.

CHARCOAL

4-COLOR PROCESS:

0% CYAN
0% MAGENTA
0% YELLOW
90% BLACK

RGB VALUE:

R: 65
G: 65
B: 41-40-41

#414042

SECONDARY COLORS

BLUE SPRUCE

4-COLOR PROCESS:

80% CYAN
49% MAGENTA
51% YELLOW
23% BLACK

RGB VALUE:

R: 55
G: 96
B: 101

#376065

MAHOGANY

4-COLOR PROCESS:

35% CYAN
76% MAGENTA
99% YELLOW
38% BLACK

RGB VALUE:

R: 119
G: 61
B: 26

#77301A

SECONDARY COLORS USE GUIDELINES —

The secondary color palette is designed to provide creative flexibility. These colors are complementary to the primary blues and were chosen to add warmth and energy to your design.

It is not required to use a color from the secondary palette.

TERTIARY COLORS — 10% of total color palette

SPRING GREEN

4-COLOR PROCESS:

61% CYAN
24% MAGENTA
100% YELLOW
6% BLACK

RGB VALUE:

R: 112
G: 149
B: 61

#70953D

GOLDEN SAND

4-COLOR PROCESS:

24% CYAN
41% MAGENTA
90% YELLOW
3% BLACK

RGB VALUE:

R: 192
G: 147
B: 63

#C0933F

PHASE 2 | SECONDARY & TERTIARY BRAND COLORS   FIGURE 9.

FIGURE 10. Phase 2 Secondary and Tertiary Colors

MAHOGANY   **BLUE SPRUCE**   **SPRING GREEN**   **GOLDEN SAND**

MAHOGANY	BLUE SPRUCE	SPRING GREEN	GOLDEN SAND
• EARTH	• TRANQUILITY	• NATURE	• SUNSHINE
• SOLID	• CALM	• GROWTH	• MENTAL CLARITY
• STRONG	• STRONG	• HEALTH	• CURIOSITY
• SAFE	• TRUSTWORTHY	• ABUNDANCE	• LOGIC
• RELIABLE	• BALANCE	• SECURITY	• ACHEIVEMENT

31

FIGURE 11. Phase 2 Brand Color Palette Hierarchy

PHASE 2 | HIERARCHY

CORE COLORS

SECONDARY COLORS

Mahogany
#773D1A

Blue Spruce
#376065

TERTIARY COLORS
10% of total color palette
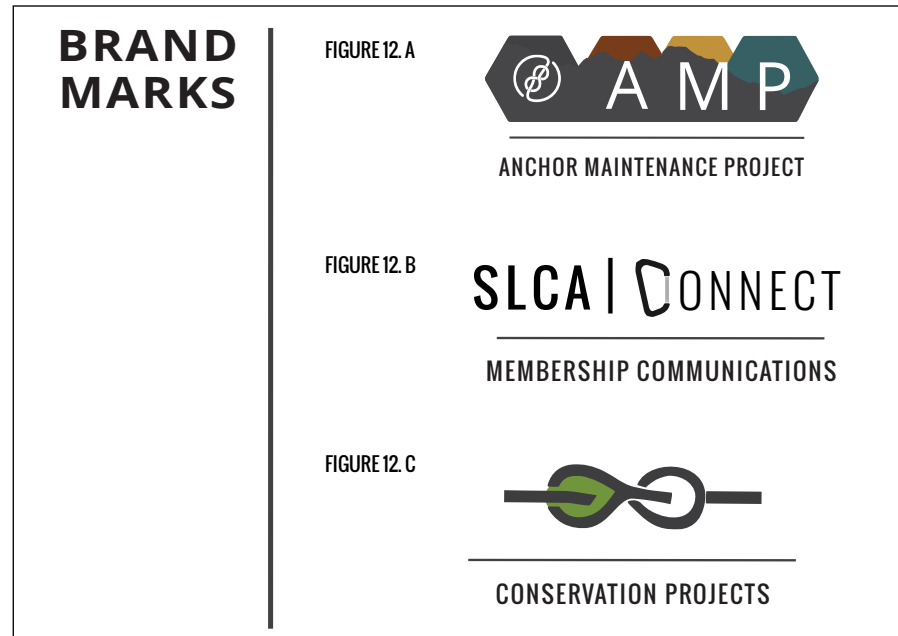
Spring Green
#70953D

Golden Sand
#C0933F

BRAND MARKS — VISUAL BRAND IDENTIFIERS

A brand's visual identity is made up of logos, graphic symbols, fonts, typography, photos, and images (Crawford, 2017). Part of growing a maturing a brand may include adding symbols or icons known as brand marks that relate to the brand's mission, vision and values (*FIGURE 12*). SLCA conveys the values and personality of the organization through the visual elements used to represent it.

The use of brand marks can be key to promote brand awareness and maximize brand recognition. Authentic visual brand identities can take time to develop, communicate, and resonate with audiences. Phase 2 brand development for SLCA should include a range of brand marks including wordmarks, pictorial marks, symbolic marks, and emblems (Wheeler,2006). The brand marks in *FIGURE 12 A, B, and C* have been designed based on SLCA programs, values, and brand personality.

FIGURE 12. New Brand Marks

BRAND MARKS

FIGURE 12. A

AMP
ANCHOR MAINTENANCE PROJECT

FIGURE 12. B

SLCA | CONNECT
MEMBERSHIP COMMUNICATIONS

FIGURE 12. C

CONSERVATION PROJECTS

Brand Communication Strategy

AUTHENTICITY

Authenticity and simplicity along with relevance and impact were important elements of visual communication and branding that were critical to inform recommendations. Phase 2 of the SLCA brand identity aligns with the values, visual identity, and brand foundation that were established in the initial brand and style guide. The design choices were all informed by combining best practice brand development with the character of SLCA.

The ASCEND acronym (*Figure 6)* provides a guide and checklist to ensure the brand stays on track and is responding to the needs of their target personas. Is their communication Authentic? Does it Set an example, and Cultivate collaboration? Is it true to the Essence of who SLCA is as a leader in the climbing community? Does it Nurture SLCA members and learners and strategically Develop

SLCA's brand identity? If the answer to all of these questions is yes, leaders can be confident that they are acting as good stewards and authentically representing the SLCA brand. ASCEND should be incorporated into decision making processes; it is memorable tool that will allow leaders and SLCA team members to align all forms of communication with brand identity and strategy.

Responsibility and Legacy

The member survey conducted for SLCA offered many insights that should dictate communication strategy moving forward. The results tell us that community and communication were highly valued. Specifically, more than 80 members said they would be motivated to get more involved with the organization if there were volunteer opportunities to work on trails, bolt climbing routes, and clean/renovate natural environments. Examples of phase 2 brand recommendations that would meet these needs are included in the Addendum 2 brand assets. Headlines that ask for help and use images that will catch the eye will raise their awareness of the programs they are asking for. A newsletter providing updates on legislation, education, and volunteer opportunities will also help to keep members informed and engaged.

The membership wants to be needed in a very specific hands-on way that provides them with validation and a sense of community. Their affinity for the SLCA mission, membership, and programs also drives them to serve and engage with like-minded SLCA peers while contributing to the preservation of natural resources for the next generation.

CONCLUSION

The MSC project team has conducted a thorough analysis of the SLCA brand and provided research-driven recommendations for phase 2 of their brand visual identity. Through careful questioning and documentation of the member survey feedback we learned what the SLCA members value and who they are. Those insights allowed us to evaluate the brand within the climbing community to see how it is positioned and differentiated from its peers.

By building on the existing personality and culture of SLCA, we defined the target market by creating personas built on survey data, keywords, and market analysis. We identified the need, or value, that leaders have begun to place onto the recruitment of new members. The tone of SLCA's voice will not change; it is built on the foundation of the existing brand identity. Adding depth to the mission and vision internally and externally with new content and visuals will only magnify the brands voice and visibility. The people of the Mountain West, along with much of the world, are seeing the increased threat to our treasured outdoor environments. SLCA is positioned to make a profound impact that will only be made more impactful by incorporating our recommendations.

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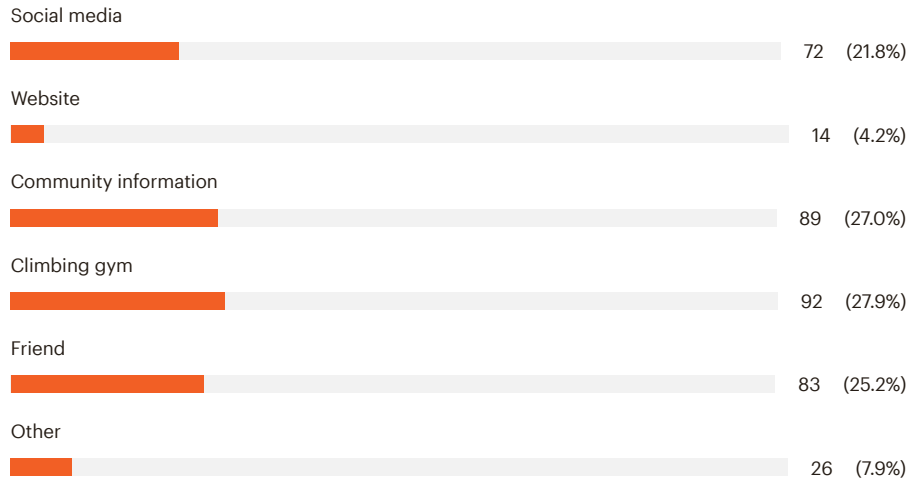
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ADDENDUM 1: Survey Results and Tables

How did you first hear about SLCA?

Social media — 72 (21.8%)

Website — 14 (4.2%)

Community information — 89 (27.0%)

Climbing gym — 92 (27.9%)

Friend — 83 (25.2%)

Other — 26 (7.9%)

How do you prefer to hear about SLCA?

Instagram — 107 (32.4%)

Website — 10 (3.0%)

Facebook — 9 (2.7%)

Email — 176 (53.3%)

Climbing gym — 24 (7.3%)

Other — 4 (1.2%)
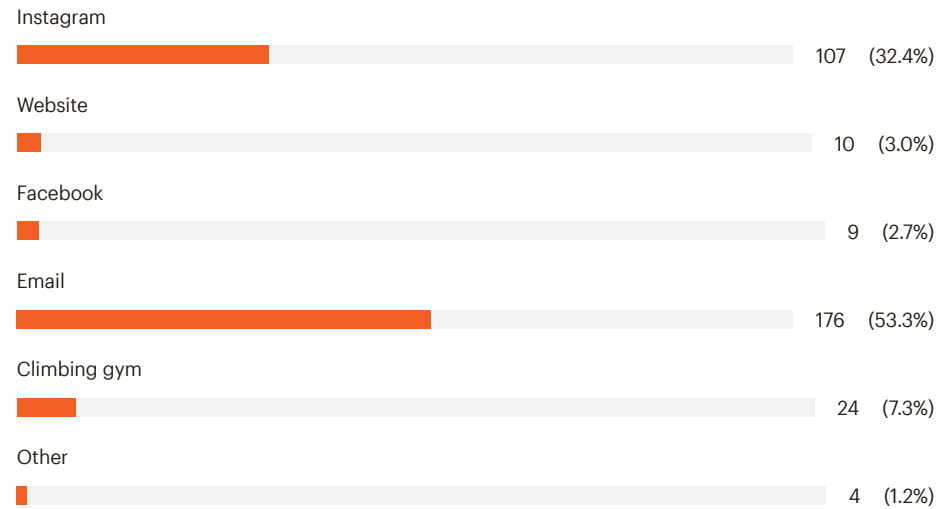
FIGURE 13.3. Survey Question 3
FIGURE 13.4. Survey Question 4

Which of these is SLCA most successful at creating?
(check all that apply)

Social events
74   (22.4%)

Climbing community support
144   (43.6%)

Volunteer opportunities
97   (29.4%)

Culture of inclusivity
32   (9.7%)

Advocacy for public and private lands
179   (54.2%)

Education and awareness
137   (41.5%)

Resource preservation and maintenance
224   (67.9%)

Other
7   (2.1%)
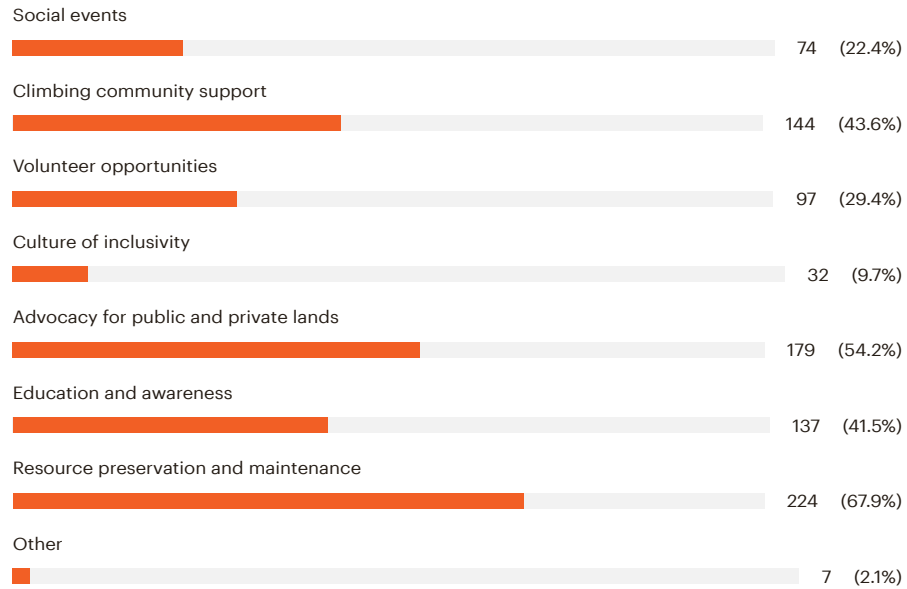
Of the things you love and enjoy about SLCA, what matters to you the most? (check all that apply)

Social connections and networking
41   (12.4%)

Community engagement
97   (29.4%)

Culture of inclusivity
74   (22.4%)

Advocacy for public and private lands
229   (69.4%)

Education and awareness
172   (52.1%)

Climbing opportunities
75   (22.7%)

Resource preservation and maintenance
261   (79.1%)

Other
2   (0.6%)
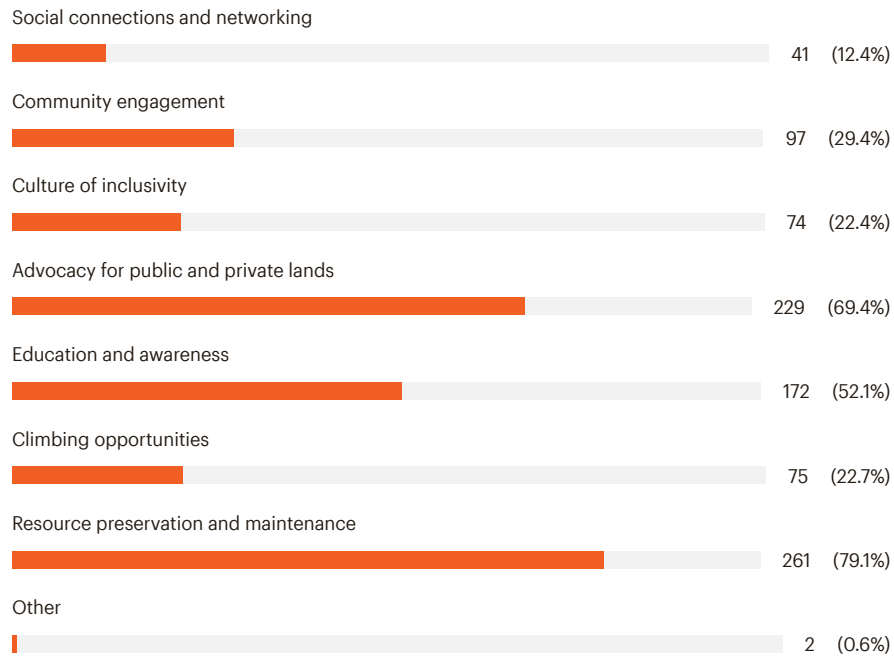
FIGURE 13.5. Survey Question 5
FIGURE 13.6. Survey Question 6

How important is it for you that SLCA cultivates an inclusive community with SLCA events?
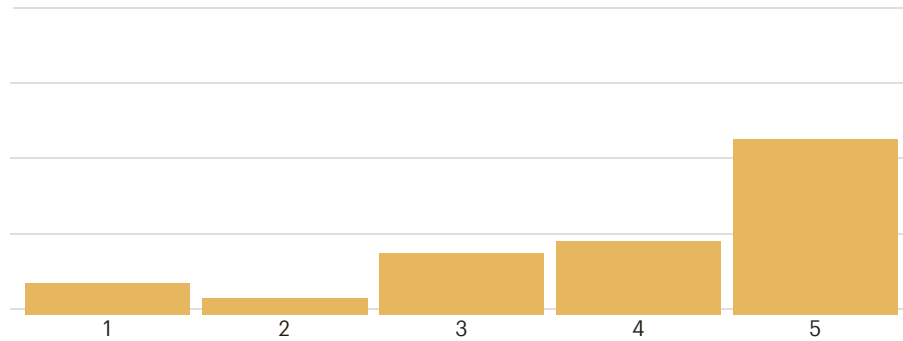
What kind of new swag would you be most excited to receive from SLCA?

T-shirt
207   (62.7%)

Mug or insulated cup
70   (21.2%)

Koozie
31   (9.4%)

Socks
53   (16.1%)

Buff
51   (15.5%)

Other
42   (12.7%)

44
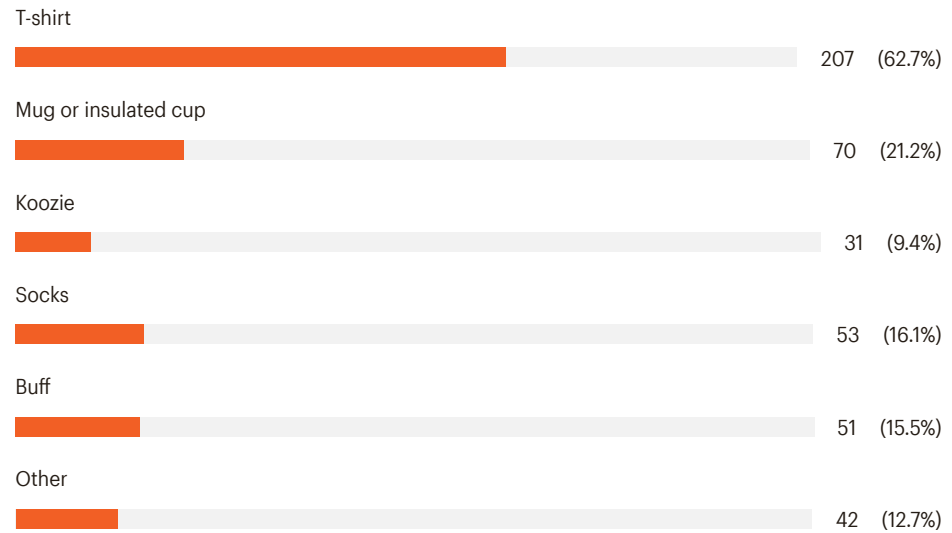
FIGURE 13.7. Survey Question 7

When you think of SLCA, what three terms might you use to describe SLCA?

Question 7

■ Climbing	■ Supportive	■ Educational	■ Inclusivity
■ Trail & Anchor Maintenance	■ Advocacy	■ Community	■ Engagement
■ Preservation/Conservation	■ Safety	■ Accountability/Responsibility	■ Proactivity
■ Transparency	■ Fun/Cool	■ Helping	■ Stewardship
■ Access	■ Driven	■ Organized	■ Not Sure
■ Awareness	■ Nature/Outdoors	■ Leadership	■ Events
■ Purpose	■ Volunteer	■ Partnership	■ Resources
■ Invaluable	■ Local	■ Hardworking	■ Experience
■ Exclusive/Unwelcoming	■ Passionate	■ Various Other	■ Relevant

FIGURE 13.8. Survey Question 8

How satisfied are you with SLCA?
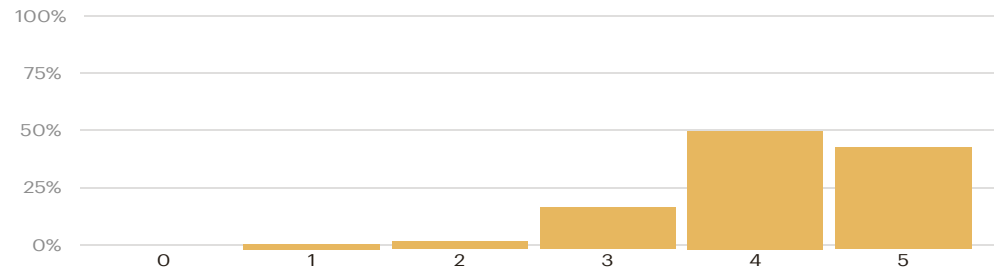
FIGURE 13.9. Survey Question 9

Given the limited free time you have, what motivates you to engage with SLCA?

Legend:
- Climbing Opportunities
- Miscellaneous
- Evening Events
- Giving Back
- Don't Engage
- General Interest
- Social Connection
- Accessibility
- Preserving & Sustaining Resources
- Advocacy & Stewardship
- Volunteer Opportunities
- Education
- Community
- Safety & Anchor/Bolt Mainainance
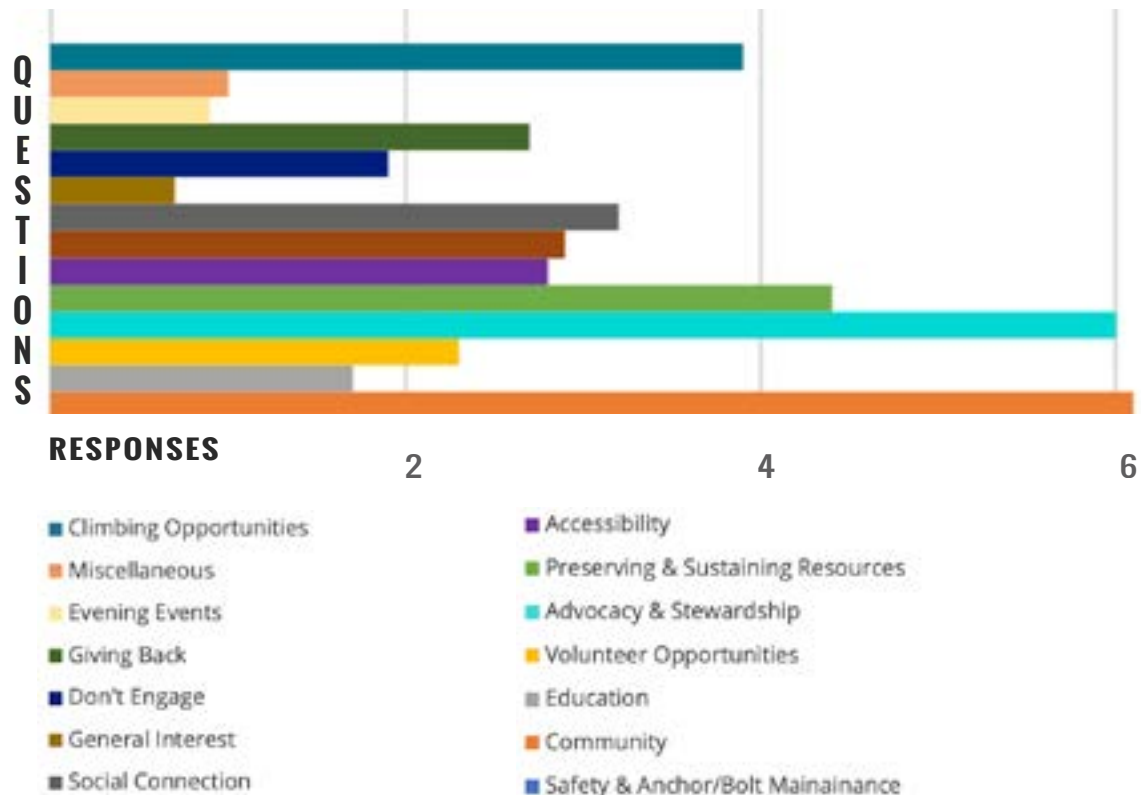
FIGURE 13.10. Survey Question 10

What would motivate you to do more with SLCA?

Legend:
- Easier Ways to Contribute
- Quality Swag
- Utah Destination/Travel Events
- Mored Educational Opportunities
- Activites for All Climbing Skill Levels
- Nothing (Personal Limitiations)
- Climbing & Community Events
- Nothing (Personal Limitiations)
- Climbing & Community Events
- Increased Information Access
- More Volunteer Opportunities
- Increasing Social Opportunities
- More Inclusivity

FIGURE 13.11. Survey Question 11

What do you feel is the "best" thing about SLCA?

ADDENDUM 2: Brand Assets

SLCA | Connect Newsletter

JULY 2021

SLCA | CONNECT
NEWS, EVENTS, & COMMUNITY

| CONSERVATION

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AMP | ANCHOR MAINTENANCE PROJECT

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DATE 3: EVENT NAME
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STAY CONNECTED

For ideas and feedback, email **SLCAconnect@me.com**
To manage subscription preferences, **CLICK HERE**
CLICK HERE to view in browser
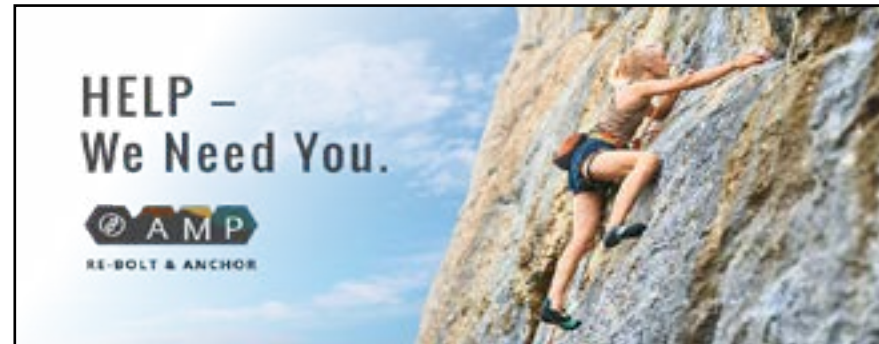
Forward to a friend

Business Card

SLCA
SALT LAKE CLIMBERS ALLIANCE

415-695-4502
Salt Lake City, Utah 84109
saltlakeclimbers.org

Facebook Cover

HELP –
We Need You.

AMP
RE-BOLT & ANCHOR

Event Banner

SLCA
SALT LAKE CLIMBERS ALLIANCE

THE UNIFIED VOICE FOR CLIMBERS IN THE WASATCH.

AMP
ANCHOR MAINTENANCE PROJECT

SLCA | CONNECT
MEMBERSHIP COMMUNICATIONS

CONSERVATION PROJECTS

SLCA | CORE COLORS

ORANGE

4-COLOR PROCESS:

22.75% CYAN
78.72% MAGENTA
100% YELLOW
13.16% BLACK

RGB VALUE:

R: 175
G: 78
B: 27

WEB-SAFE HEX: AF4E1B

AF 4E 1B

LIGHT GRAY

4-COLOR PROCESS:

0% CYAN
0% MAGENTA
0% YELLOW
40% BLACK

RGB VALUE:

R: 113
G: 117
B: 120

WEB-SAFE HEX:

99 99 99

WHITE

4-COLOR PROCESS:

0% CYAN
0% MAGENTA
0% YELLOW
0% BLACK

RGB VALUE:

R: 255
G: 255
B: 255

WEB-SAFE HEX:

FF FF FF

BLACK

4-COLOR PROCESS:

0% CYAN
0% MAGENTA
0% YELLOW
100% BLACK

RGB VALUE:

R: 0
G: 0
B: 0

WEB-SAFE HEX:

00 00 00

CORE COLORS USE GUIDELINES —

Primary color pallet:
- Advertising
- Marketing
- Communication
- Collateral

GREYSCALE

CHARCOAL

4-COLOR PROCESS:

0% CYAN
0% MAGENTA
0% YELLOW
90% BLACK

RGB VALUE:

R: 65
G: 65
B: 41-40-41

#414042

GREYSCALE USE GUIDELINES —

Body copy and text should use charcoal. This color of black is easier to read against white backgrounds and is recommended for icons and other brand elements. A lighter shade of black can be less harsh to the eye, humanizing, and make the brand more approachable.

SECONDARY COLORS

BLUE SPRUCE

4-COLOR PROCESS:

80% CYAN
49% MAGENTA
51% YELLOW
23% BLACK

RGB VALUE:

R: 55
G: 96
B: 101

#376065

MAHOGANY

4-COLOR PROCESS:

35% CYAN
76% MAGENTA
99% YELLOW
38% BLACK

RGB VALUE:

R: 119
G: 61
B: 26

#773D1A

SECONDARY COLORS USE GUIDELINES —

The secondary color palette is designed to provide creative flexibility. These colors are complementary to the primary blues and were chosen to add warmth and energy to your design.

It is not required to use a color from the secondary palette.

TERTIARY COLORS — 10% of total color palette

SPRING GREEN

4-COLOR PROCESS:

61% CYAN
24% MAGENTA
100% YELLOW
6% BLACK

RGB VALUE:

R: 112
G: 149
B: 61

#70953D

GOLDEN SAND

4-COLOR PROCESS:

24% CYAN
41% MAGENTA
90% YELLOW
3% BLACK

RGB VALUE:

R: 192
G: 147
B: 63

#C0933F

PHASE 2 | SECONDARY & TERTIARY BRAND COLORS

Mahogany
#773D1A

Blue Spruce
#376065

Spring Green
#70953D

Golden Sand
#C0933F

- EARTH
- SOLID
- STRONG
- SAFE
- RELIABLE

- TRANQUILITY
- CALM
- STRONG
- TRUSTWORTHY
- BALANCE

- NATURE
- GROWTH
- HEALTH
- ABUNDANCE
- SECURITY

- SUNSHINE
- MENTAL CLARITY
- CURIOSITY
- LOGIC
- ACHEIVEMENT

ADDENDUM 4: Evaluation Results

BRAND EVALUATION

BRAND EVALUATION CONDUCTED BY – MAREN ANDERSON

DATE OF EVALUATION – JULY 13, 2021

OVERALL RATING –

CONCLUSION – BRAND HAS A STRONG PURPOSE AND FOUNDATION BUT COULD USE DEPTH & PERSONALITY.

RATING SCALE

0 – Not Adequate   1 – Somewhat Adequate   2 – Effective   3 – Very Effective

BRAND IDENTITY
PURPOSE

Brand Elements	Rating Criteria	Rating 0 - 3	Notes
Mission	Clear purpose & mandate	3	
Vision	Content communicates goals, values, & character	3	
Positioning	Brand has a place in the target consumer's mind – value, benefit, quality, fame, etc.	2	
Brand Authenticity	Brand is true to itself & the public – shows consistency within communication	2	
Sustainability	Brand identity communicates a shared value with audiences	2	
Value Proposition – Differentiators	Brand communicates how it can effect the audience or consumer – how it is different, better, worthwhile, etc.	2	
Brand Phrase, Tagline, or Motto	Relevant, short, memorable phrase associated with the brand	1	
Act, Agency, Agent, Scene, Purpose	The brand's identity has the compelling parts of a story	2	
TOTAL: 17 **AVG – 2.125 = Effective**	CONCLUSION: SLCA brand identity is closely aligned with its purpose and mission. Much of the brand content feels stiff; authentic stories about members, projects, and memorable/fun quotes, images, and taglines could show the brand's personality.		

BRAND EVALUATION

BRAND IDENTITY
VISUAL

Brand Elements	Rating Criteria	Rating 0 - 3	Notes
Fonts/Typography	Continuity of fonts & typography	2	
Repetition	Elements are repeated across communications & content	2	
Proximity	Group text and content elements for relevance & readability	2	
Alignment	Text, logos, and elements of design line up within content	1.5	
Color & Contrast	Distinct brand colors & contrast of light and dark elements	1.5	
Highlighting	Use of bold, underlining, italics, & other design features for attention	1.5	
Readability	Content is easy to read through use of appropriate space, words, complexity, etc.	1.5	
Logos & Symbols	Logo/symbols are appropriate, meaningful, & unconventional	2	
Symmetry	Balanced and pleasing visual elements	2	
Face-ism	Image size & ratio representative of content purpose	2	
Anthomorphism	Human-like visual elements that establish emotional connection	2	
Horror vacui	Empty space necessary to reduce clutter and increase clarity	1.5	
Proportion & Density	Appropriate scale (golden mean) and complexity of design elements	1.5	
"Stickiness"	Memorable design that may be simple but creates emotion and connects to the story.	1.5	
TOTAL: 24.5 AVG – 1.75	CONCLUSION: The foundation of a solid brand is present. However, the brand could use some depth and personalization. **= Adequate – Fairly Effective**		