HelpAge brand framework intoduction

Over the past year we have been analysing and updating the HelpAge International brand. The new position, *age helps*, encapsulates HelpAge International's experiences, values and work. This position was developed in consultation with our board, international offices and key stakeholders.

Age helps puts the experience of older men and women at the centre of our work and will guide the type of programmes we run, the way we develop our advocacy work, and the way we connect with people.

Age helps repositions ageing and shows the benefits of older people fully empowered and fully engaging in their society. It makes age more relevant to everyone on a personal level and creates a positive emotional connection.

To make the brand a reality, we need to ensure the core brand is central to all our activities and visualised in all our work. We also want to increase the consistency and reach of our global voice and rationalise the relationships across the network. To do this we suggest the following developments.

Two groups will use the HelpAge brand:

1. Our core organisation and network members (affiliates)

They share our core vision and are aligned with our values and manifesto. In short they think and act as we do. Those who are most closely aligned can choose to adopt our design style. We call these Sisters.

Those who share our goal but have a different working style, or an established brand themselves; can add our network endorsement to their communications. We call these Cousins.

2. Any other organisation with whom we work, whether on an occasional, project or one-off basis

We call them partners. Partners can add our core brand to communications for specific projects in which HelpAge is involved.

Purpose of brand framework:

• To build global HelpAge brand

• To clarify existing network relationships

• To aid and guide new network partner relationships

Why HelpAge needs a brand framework

1. To build our vision

HelpAge's brand or reputation is one of our most valuable assets and is the outcome of 25 years work by network members, partners and secretariat staff worldwide. It represents what we stand for, what we promise, what we deliver, and what people expect of us. Our challenge is to ensure that people everywhere understand how much older people contribute to society and that they must enjoy their right to healthcare, social services and economic and physical security.

Our vision, 'a world in which all older people can lead dignified, active, healthy and secure lives' is extensive. To achieve it we need to clearly communicate what we do. To reach as many people with our vision, we need to drive appeal and action across our diverse external stakeholders by implementing, protecting and building our brand across the HelpAge network.

2. In keeping with our competitors

Within international development currently there are trends to brand globalisation. Like other major charities our core proposition will help build our vision and challenge the status quo. International charities with high brand recognition are able to use their name to create national organisations to build local credibility with supporters and government. As we do not yet have the recognition to do this, we should first concentrate on building a global brand.

3. To increase reach and impact

We have a strong and unique network. Our members are diverse and many are independently funded and managed. A framework will persuade existing and new members who share our core proposition to develop a closer relationship with us and adopt our brand. We already have a range of network members who have expressed an interest in being associated with the branding exercise.

4. To support our business strategy

We need to expand and reach new audiences and generate more resources. We are looking to establish ourselves in the United States, and one or two European locations. Building a global brand and strong public face will help us do this. We already have strong partners, but our stronger position will make us and the HelpAge network more attractive and increase the financial and influencing support of these partners.

The framework will help to leverage support of members of the network who are working towards the same goals, but might have a different approach to getting there. This framework will enable members of the network to be a stronger part of the HelpAge network and add value to their own identity.

5. To advance the cause of older people and ageing

Ageing as an issue in development needs more traction and visibility. We need to make it compelling and appealing. We believe the best way of doing this is to show that supporting older people is an investment, and our brand has been developed to achieve this across the network.

Making ageing a mainstream concern will require concerted political action nationally and internationally by network members. The network relies on members giving and taking responsibility for campaigning, representing *age helps* as well as sharing information, experiences and fundraising resources.

Therefore, it is essential that the network has a common understanding of our core values and behaviours and understands how the communication of these values influences the perception and subsequent decision-making of our key stakeholders. Our audiences experience our brand in so many levels. It's not just through our publications and websites, but also how we interact with people, our working space, our workshops and training, our policy work and the delivery of our programmes.

6. To aid and guide new network partner relationships

The brand framework will give clarity on roles and expectations, what network members can expect from secretariat, what secretariat should expect back and why and how our network members are different. It will help us to be clearer about the type of members we want to join our network in the future and what their roles might be.

Framework definitions

HelpAge brand strategy

• to ensure our core brand is central to all our activities and visualised in all our work

• to increase the number of network organisations in close sisterhood to the Secretariat. This will increase the consistency of our voice globally

• to increase the number of network organisations across all categories. This will increase the reach of our voice.

What are the defining elements?

A. Proximity to *age helps (our positioning)*

B. Proximity to our business strategy (what we do)

C. Proximity to our vision and values (our goals)

D. Proximity to our style and culture (how we work)

Age helps is defined by our manifesto

Age makes a difference

The experience. The expertise. With age comes a deep understanding of the way things were, the way they are, and the way they could be. The contribution older people make to society is invaluable.

Of course, growing older is not without its problems, which can prevent people from reaching their potential. We're experts in age and the issues it can bring. Driven by the desire to find solutions to the problems older people face worldwide, we campaign tirelessly to put these issues on the agenda of governments and the public the world over. We work with and for older people to help them achieve good healthcare, financial security and inclusion in their communities.

We're proud of our achievements to date, and the growing strength of our international network is helping us reach out to more people than ever before. We are helping age to make a difference to the world.

Framework levels

A. Secretariat	B. Sister	C. Cousin	D. Partner
Vision and Values • Full commitment to vision and values • Key role in consultation and delivery of future strategy and plans • Actively using and drawing on manifesto	**Vision and Values** • Embrace *age helps* through close alignment of vision, mission and manifesto • Commit to engaging older people and furthering older peoples rights • Commit to being part of governance and advocating for HelpAge	**Vision and Values** • Elements of vision, mission and values • Organisational commitment to engaging older people	**Vision and Values** • Committed to social development • Do not discriminate on grounds of age
Style and Culture (how we work) • Abide by UK charity law, and organisational policies e.g. HR and risk • Regularly evaluate our work • Actively disseminate knowledge within network and to external stakeholders • Implement/develop sector best practice	**Style and Culture (how we work)** • Stature in their geography • Commit to delivery of transparent and accountable programmes • Have and implement best practice policies • Contribute knowledge to network around key themes	**Style and Culture (how we work)** • Transparent and accountable in joint programmes • Have and work towards implementing best practice, e.g. Protection Policy • Occasional transfer of knowledge to network • Strength in own market means adoption of HelpAge brand is limited OR weakness in own market means ability to adopt HelpAge brand is limited	**Style and Culture (how we work)** • Could be not-for-profit or private with legal status
Business (what we do) • Implement organisational strategies and work to Targets • Engage older people in all areas including advocacy and campaigning	**Business (what we do)** • Primary focus on older persons rights and services • Shared fundraising products and plans • Commitment to emergency work • Agree and have *age helps* core identity • Represent HelpAge within own geography • Engage in global campaigns	**Business (what we do)** • Joint fundraising for specific projects • Important dimension of their work is older people • Commitment to aspects of target paper • Engage in ADA and core campaigns • Regular use of HelpAge network endorsement	**Business (what we do)** • Collective advantage of working together • Interest in age helps and use of HelpAge partnership endorsement on joint projects • Joint project work around specific themes

Implementation of strategy

A network team has been established in the secretariat to roll-out the strategy across the network over the next 2-5 years.

Sisters
A series of mini projects working with sister organisations or potential sisters will be set up to review with them where *age helps* can be added across programme work and how they can adopt the new brand. This might involve doing a joint review covering values, ways of working and business strategy. Learning from this process would build on and inform how we roll-out *age helps* across the secretariat and network.

Cousins
Cousins will be invited to use the network endorsement logo on all their materials related to ageing and development.

Partners
To increase the reach of our global voice, Partners will be asked to use the partnership endorsement in all coalition and partnership work.

The detail of the give and take relationship between HelpAge and network members will be developed in consultation and further resources, for example, extranet, publications and a membership pack for the network are planned.

If you have any queries or comments on this, please contact mpaul@helpage