



Happy new year to you all! We hope you are all settling into 2011 and getting back into the swing of the new year.

In this issue we look at how a board can manage its evolution and other issues facing non-profits. We have had many of you emailing us as a result of some of our articles. As from next month we will keep you informed with updates regarding this. In the meantime, keep your comments and questions coming in!

Kind regards  
The ARC Trustees

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### Board management – evolution or revolution?

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As recently reported in the latest 'Association' publication, how does an association or charity's board manage the evolution from a purely volunteer-based structure to one employing paid staff? Apart from the mandatory constitutional changes, there is an attitudinal shift that needs to be considered.

We suggest it is a matter of distinguishing between the two main methods of board responsibilities depending upon the skill level of any paid employees:

- Are the employees administration staff following **ongoing instructions** of the board or,
- Are they management-level staff following the **direction** set by the board?

Each of these positions require very distinct commitment from board members with regards to board responsibilities, size, meeting frequency and agenda. As there is that evolution from one of a pure volunteer-based structure to one of paid staff it is sometimes helpful for the board to have a third party involved to provide training, advice and guidance. If you'd like more information call Carene or Rosemary to talk this through further on 09 419 0042.

### Issues for non-profits revealed

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A network meeting of non-profit entities, attended by Board Member Rosemarie Dawson, identified issues being faced by the non-profit sector.

The attendees at the meeting, run by the NSCSS (North Shore Council of Social Services), brainstormed areas of concern they felt needed addressing. Among the very broad areas including the usual suspects such as funding, human resources and government support/focus, there were many strategic and marketing-oriented functions:

- Strategy – vision and purpose
- Marketing – benefits and self promotion
- Stakeholder engagement

The first step was to have identified these very issues, the next step is to develop an action plan and implementation strategy to tackle them. Fortuitously, hot on the heels of this is the Marketing by Association conference where these topics are under discussion during a presentation case studies and workshops. We suggest to join us on February 22 at Waipuna Hotel Auckland so you can develop tools and skills essential for you to engage and motivate your audience into action. For more information [www.byassociation.org.nz](http://www.byassociation.org.nz)

Also a reminder that the next NSCSS meeting is due 3rd Wednesday in March from 12-2pm – detail at [www.nscss.org.nz](http://www.nscss.org.nz) – we hope to see you there.

## Brand - a voice to be recognised

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Whether you like it or not, good or bad, your brand says a lot about who you are and what you stand for...

Ask yourself (as reported in Associations) which cause or organisation you think 'pink ribbon' is associated with – if you said breast cancer or New Zealand Breast Cancer Foundation then you be spot on! Then try 'red nose' and you get Cure Kids. Google either and you'll be amazed at the results.

Of course these are organisations that now have huge awareness, support and clear distinction among their competitors. We suggest however that as we connect with a brand, we relate our own experience and perception around which subject/cause it promotes. This, in conjunction with a strong positioning is how an entity creates a voice with the audience and differentiates itself.

As the two previous examples demonstrate so clearly – a brand is more than just a logo, colours and visual style. It is a representation of the values, language and messages an organisation packages to inform the audience of who they are, what they stand for, what products and services they offer, as well as how they meet the needs of their members/volunteers/key stakeholders in a way that adds more value than anyone else can.

We challenge you to ask yourself key questions about your brand and how you think it competes for the hearts and minds of your audience.

## Partner profile

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As we mentioned in our last newsletter, we are thrilled to welcome

Debitsuccess as a sponsor for the Marketing by Association conference.

Debitsuccess is Australasia's largest full-service direct debit company, providing flexible payment services for a wide range of industries, including fitness centres, sports clubs, insurance companies and schools. Debitsuccess' services are also used by charities to make donor gifting easy – or associations to make member payments effortless.

With more time taken with administration tasks, wouldn't it be great to have someone chasing up promised payments from your donors or members? Debitsuccess a simple way to do this which will save you time and effort and ensure your precious funds are used for your cause, rather than for administration purposes. This frees up your time to focus on more important, strategic tasks.

The advantage to you is that Debitsuccess is able to tailor its service to your organisation's unique needs, utilising cutting edge technology which is supported by a large call centre based in Auckland. An example of Debitsuccess' latest technology is its Online Management Gateway (OMG) which allows its clients' customers/donors to make a financial arrangement or commitment via the internet without there having to be intervention or involvement by the association or charity.

Debitsuccess currently assists organisations such as the Auckland Rescue Helicopter Trust and the YMCA, allowing them to focus on their core business.

For more information about how Debitsuccess can help your organisation, call 09-4810498 or visit [www.debitsuccess.co.nz](http://www.debitsuccess.co.nz)

## Great resources

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Every now and then we see a resource that we feel is of value to the non-profit sector. We encourage you to view <http://gettingattention.org/>

This website is by well regarded expert blogger Nancy Schwartz

You can subscribe here:

<http://gettingattention.org/nonprofit-marketing/subscribe-newsletter.html>

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