

PREPARED FOR
INDIGENOUS COMMUNITY
VOLUNTEERS

MARKETING STRATEGY

REPORT
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DUCERE
GLOBAL BUSINESS SCHOOL



**UNIVERSITY OF
CANBERRA**

Statement of Authorship

Except where it is otherwise acknowledged in the text, this report represents the original work of the report authors.

Report Details

This final report was produced by the Dūcere Global Business School and the University of Canberra ICV Industry Project Team in partial fulfilment of the requirements for the degree of Master of Business Administration (Leadership & Innovation).

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Digital Access

Online access for this report is available [here](#).



We acknowledge the Traditional Owners of country throughout Australia and recognise their continuing connection to land, waters and culture. We pay our respects to their Elders past, present and emerging.

Executive Summary

Indigenous Community Volunteers (ICV) is celebrating 20 years working with First Nation communities to improve quality of life, health and wellbeing, economic growth, equity and self-determination (ICV, 2019a). To mark this milestone, and in recognition of the importance of community empowerment, capacity building and cultural respect, ICV are changing their name (and marketing assets) to Community First Development (CFD) in March 2020 (K. Farrell, personal communication, October 29, 2019). The ICV vision for the future includes a strong drive for increased leverage of the organisational model, reputation, experience, skills and assets to build its profile, and champion understanding of and self-determination for First Nations people (ICV, 2019a).

With increased competition for volunteer resources, donor contributions and corporate partnerships, it is imperative that charities and not-for-profits market themselves to capture market share and communicate their value proposition. ICV seeks to retain First Nation communities at the forefront of any messaging they deliver, and have engaged a University of Canberra and Dūcere Global Business School Masters of Business Administration (MBA) industry project team with a request-for-service, to deliver a marketing strategy that considers this important criterion.

The MBA project team has identified marketing methodologies suitable for not-for-profit organisations and applied a theoretical lens to information gathered from ICV and external resources to better understand relevant stakeholder groups, market and audience insights, and the impact that the micro- and macro-environment may have on this. The project team also conducted research on messaging protocols and resources to ensure a culturally inclusive response.

This report is divided into three sections:

- Part One: provides a summary of ICV and relevant information to support the project team develop the marketing strategy.
- Part Two: provides a detailed theoretical analysis of the following in relation to ICV:
 - **Stakeholder Analysis:** provides an understanding of the internal, connected and external subgroups and identifies their level of influence and interest, which fundamentally informs a recommended level of communication and engagement for each of them.
 - **SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats):** an understanding of ICV's macroenvironment, including current competitors in the Community Development

sector and how they relate to First Nation Peoples, and ICV's internal resources and capabilities. This drives the identification of the objectives and marketing opportunities.

- **Marketing Analysis:** provides research into the current marketing landscape, including marketing challenges specific to First Nation community engagement, perceived challenges associated with rebranding and an analysis of ICV's Brand Strength.
- Part Three: includes the recommended marketing strategies. The core objective of the marketing strategy is to contribute to CFD's competitive advantage through a relationship marketing approach that meets the social responsibility goals of CFD and to ensure the marketing strategy meets the needs of all stakeholders. These objectives are designed to increase CFD's revenue, and strategically position CFD as a leader in the First Nation self-directed community development space, thus driving their brand recognition. The recommendations are centred upon deepening brand connections with CFD's existing stakeholders as well as developing new strategic opportunities outside Australia with regional First People communities. In addition, a brand awareness plan is provided, which covers key messaging and marketing tactics that are centred upon CFD's value proposition and brand distinction in the marketplace according to each stakeholder group. A summary of the recommendations is provided below:
 1. **Market Penetration:** instil the new name into existing stakeholders through enhanced digital presence and co-creation processes with communities.
 2. **Market Development:** high-level recommendations and considerations for entering new markets outside of Australia.
 3. **Brand Awareness:** emphasise the CFD value proposition and brand distinction through a differentiated marketing communications approach for each stakeholder group.

Although the recommendations in this report are primarily centred upon marketing strategies from a customer-centred approach, a final recommendation relates to an organisation-centred consideration relating to embedding an effective integrated marketing approach within CFD's business operations. This includes considering appointing a specialist marketing professional to coordinate the development and implementation of the marketing strategy post rebranding, or alternatively facilitating cross-organisational collaboration on marketing actions.

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1

Background

The following section introduces the context of the ICV organisation, including its unique Community Development Framework, followed by an overview of the project scope, including its objectives and deliverables.





1.1

Organisational Context

CFD works with
Aboriginal and
Torres Strait
Islander
communities.

Background

Indigenous Community Volunteers (ICV) is an Aboriginal and Torres Strait Islander research and development organisation whose primary role is to facilitate the implementation of community development projects with Aboriginal and Torres Strait Islander communities. Fundamental to the success of the registered charity and not-for-profit organisation is their approach to working with communities to improve the overall standard of living, including quality of life, equity and inclusion, health and wellbeing, and economic participation (Indigenous Community Volunteers [ICV], 2019a). A core strategic priority of ICV is to build socially empowered communities that are ecologically and economically sustainable (ICV, 2019a). This priority, based on empowerment and self-determination, is connected to ICV's vision, that "Aboriginal and Torres Strait Islander people are recognised and celebrated for our culture and our contribution to Australia and societies around the world" (ICV, 2018, p.2).

Community Development Framework

ICV has been operating for almost 20 years, and an analysis of its Annual Reports over the last 10 years reveals it has successfully executed over 2,500 projects in Australia. The ICV Community Development Framework (n.d.) underpins all of ICV's project operations and is characterised by Aboriginal and Torres Strait Islander communities inviting ICV to assist in their goals, which establishes Aboriginal and Torres Strait Islander people as the primary decision-makers regarding the work and expertise that they require.



Figure 1: ICV's Community Development Framework (ICV, 2019a).

ICV's Community Development Framework is initiated by assessing a community request against its own principles. ICV then invests time and energy into building long-term and trusting relationships with the community. Following this, ICV works with communities to identify and plan their goals, including strengthening relationships with an existing service provider, developing strategies to encourage community participation, exploring funding opportunities and/or connecting communities with a skilled ICV volunteer. ICV assist with the design and delivery of the community project by collaborating with experts to ensure necessary gaps are filled, and by maintaining contact with the community to monitor its plan progress. At the final

stages of a project, ICV reflects on its successes and challenges to promote continual learning and improvement. One example of an economic and community development project is the Blokes on Track Aboriginal Corporation (BOTAC) Project, which aimed to work closely with men to help them get their lives back on track; the project was motivated by the issues affecting Aboriginal and Torres Strait Islander males at large, such as low life expectancy, homelessness, high incarceration, domestic violence and suicide (*Blokes on Track*, n.d.). This project reflects ICV's increasing attention given to their community development pillar, organisational leadership and governance, which is among the seven community pillars that ICV has been increasing their support during the last four years:

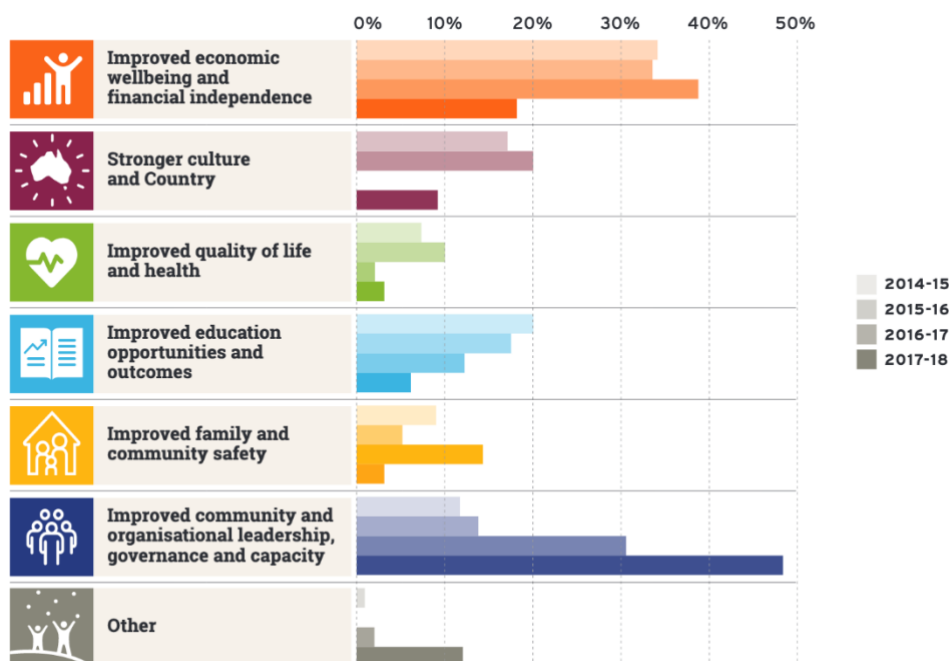


Figure 2: ICV pillars of community development (ICV, 2018).

Project location by state and territory

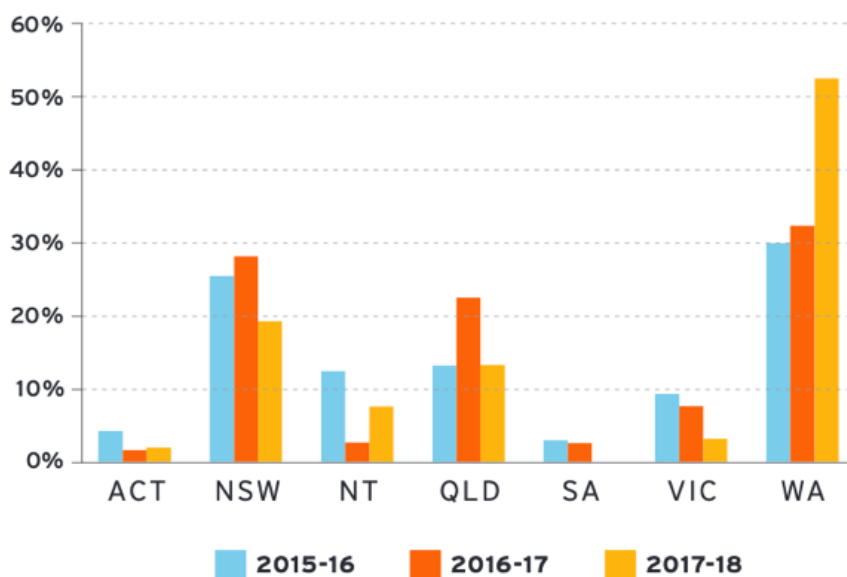


Figure 3: ICV project location by state and territory (ICV, 2018).

Geographically, ICV works with Aboriginal and Torres Strait Islander communities across all Australian states and territories, including remote, rural and urban areas (see Figure 3 on the previous page). Over the last few years, ICV has been increasingly involved in Aboriginal communities in Western Australia, which is a state that represents the third-highest number of Aboriginal and Torres Strait Islander people in Australia, 12.6% (Australian Bureau of Statistics [ABS], 2016).

The average project length between 2016-2018 was 522 days (~1.5 years), which is a two-fold increase from the average of 211 days between 2012-2016 (ICV, 2018). This steady increase, as demonstrated in Figure 4, is a strong indication of ICV building “trusting working relationships with communities and [...] long-term and sustainable goals” (ICV, 2018, p. 9). Further, this is an indication that ICV projects are focused on community outcomes over the constraints of efficacy and return on investment typical of commercial projects in the wider western economy (Tayntor, 2010). ICV takes the time to foster authentic and deep relationships with communities, which is critical to ensure high-quality development results.

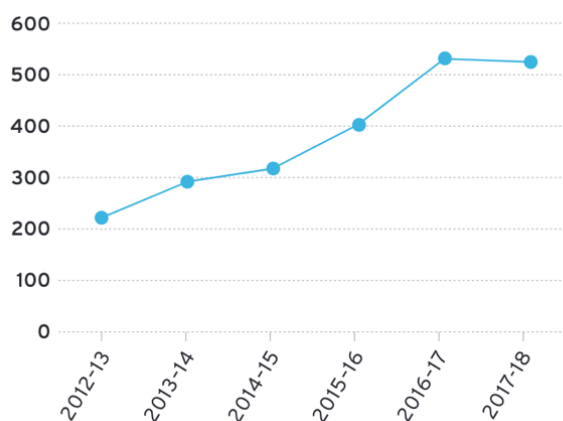


Figure 4: ICV project length (days) (ICV, 2018).

ICV operates as a lean organisation, and predominantly funds its work through government grants and public fundraising activities (ICV, 2019a). Another strategic priority of ICV is to build a financially sustainable organisation, which includes focusing on diversifying their revenue streams (ICV, 2019a). Indicative of this is the service revenue raised of \$179,464 during the 2018/2019 financial year (ICV, 2019a):

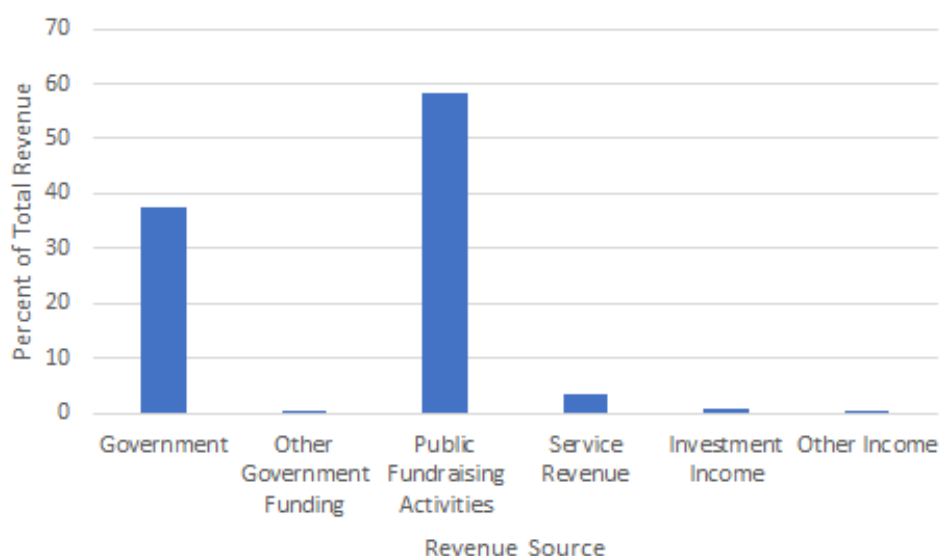


Figure 5: ICV's revenue sources for the 2018/2019 financial year (ICV, 2019a).

1.2 Project Overview

To develop a marketing strategy, post the brand renaming of the ICV organisation.

Request-for-Service (RFS)

ICV will be celebrating twenty years of working with Aboriginal and Torres Strait Islander communities in 2020. In order to acknowledge the importance of community empowerment, capacity building and cultural respect, ICV has developed a new logo and name - Community First Development - which will be formally announced in March 2020. ICV engaged a consulting firm to develop a Brand Transition Plan (c.a. 2019) in order to support this brand name transition. This included a communication plan effective from December 2019 to October 2020, and beyond. This is complemented by the partnership with Dūcere Global Business School, who engaged a Masters of Business Administration (MBA) Industry Project team to develop a marketing strategy to support ICV's move to business-as-usual, following their brand transition.

The rationale behind this project team is to support the ongoing recognition, brand reputation and value proposition of ICV, through culturally appropriate communications and interactions. It aims to add value to ICV's marketing operations by recommending marketing strategies for ICV's strategic direction post its rebranding, as well as messaging tactics that capture core aspects of ICV's brand and culture.



Project Scope

The scope of this project includes:



STRATEGY

Identification of marketing methodologies that are suitable for not-for-profit organisations.



INSIGHTS

Market and audience insights, including an analysis of the environment and competitor organisations; and



MESSAGING

Messaging protocols and resources that are culturally inclusive.

The following activities are out-of-scope:



DATA

Collecting and analysing stakeholder data.



CAMPAIGN

A specific and detailed campaign or marketing tool-kit.



LONG-TERM

A long-term brand strategy.

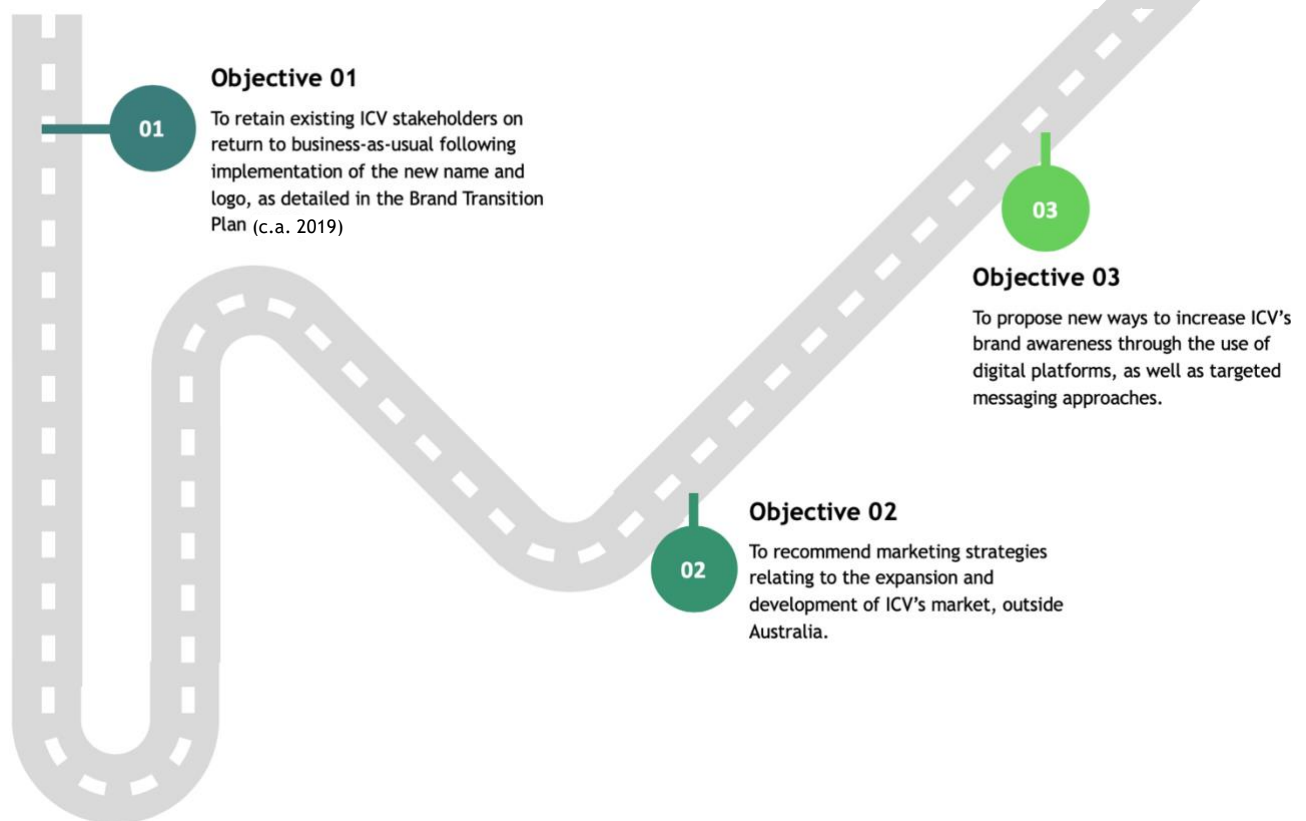


TOOL-KIT

The development of a marketing tool-kit.

Objectives

The value proposition of this project is to contribute to ICV's competitive advantage through a relationship marketing approach that meets the social responsibility goals of ICV. To ensure the marketing strategy meets the needs of all stakeholders, it will include a marketing mix that focuses on the key brand strength of celebrating communities, and recognition of ICV's self-determination approach to service delivery that provides communities the means to achieve their self-identified goals and dreams (*Brand Transition Plan*, c.a. 2019). The objectives of this marketing strategy are:



Deliverables

This report constitutes the second deliverable for the ICV Industry Project, in conjunction with the final presentation on 3 February 2019, and in addition to the Draft Report submitted on 13 December 2019. The key components of this report include academic analyses contextualised to the ICV organisation (see Part 2: Theoretical Framework) and marketing strategy recommendations (see Part 3: Recommendations).

2

Theoretical Framework

This section details the relevant theory supporting the marketing recommendations, including an identification and analysis of ICV stakeholders, an overview of ICV's strengths, weaknesses, opportunities and threats (SWOT) and, relevant marketing framework and theory.



2.1

Stakeholder Management



ICV manages a diverse range of internal and external stakeholders, each presenting their own unique complexities.

Overview

Nutt & Backoff (2007) define internal and external stakeholders as including “all parties who will be affected by, or will affect (the organisation’s) strategy” (p. 439). It follows then, that stakeholders are those who have either an interest, an influence, or both an interest and influence in an organisation’s product or service. Consequently, stakeholder groups also have an impact on the organisation’s results (Jemilo, 2012).

No One Size Fits All

ICV's stakeholder group is not homogenous and can be differentiated based on their relative priority to achieving ICV's purpose. This priority may be understood in terms of the stakeholder group's contribution to ICV's ongoing community sustainability goals, their ability to increase ICV's visibility in the marketplace to attract additional businesses, donors and volunteers, and finally, the influence that the stakeholder group has in determining the development outcome impact for a particular Aboriginal and Torres Strait Islander community. Adding to this complexity is the nature of individual stakeholder groups, which are characterised by additional layers or sub-groups that require a nuanced working relationship in order for ICV to effectively and successfully target them from a marketing perspective and establish long-term relationships.

The nature of this complexity may be appreciated through one of ICV's key stakeholders, Aboriginal and Torres Strait Islander communities. ICV's Community Development Framework (n.d.) is an ethics-based framework founded on the good-practice principles of respect, which facilitates a genuine partnership approach through strength- and rights-based practice that places communities at the forefront of decision-making processes related to the end-to-end operations of their development projects. Thus, there is no one size fits all approach to ICV working with communities. Similar to ICV's other stakeholder groups, such as volunteers or business partners, Aboriginal and Torres Strait Islander communities across Australia are not homogenous:

Diversity has always been a feature of Aboriginal society and has been manifested in many different ways. There were several hundred distinct languages (two-thirds of which are now extinct), each on average having several dialects. Songs, stories, dances, ceremonies, Dreamings and paintings were all owned in different ways depending on complex laws. People took pride in differences in initiation practices. The houses they lived in, the spears that were carried, and the animals that were hunted all differed in subtle ways between neighbours and differed greatly over great distances (Horton, 2012, para. 13).

This presents a rather unique challenge for ICV from a marketing perspective, since it requires delicately accommodating to community diversity on the one hand, but also drawing upon common values across Aboriginal and Torres Strait Islander cultures - such as connection to land, or the importance of meeting places - in order to facilitate a strong, unified message in their brand name. One particular challenge is the role of Community Development Officers (CDOs) who are currently the primary point-of-contact between ICV and First Nations' communities (along with ICV staff, board and volunteers). While this enables genuine, long-term relationships with communities, the opportunity cost of this service delivery model is that ICV's connection to any community rests upon, in some cases, a single staff member, creating the risk of bottlenecks in ICV's

marketing resources to Aboriginal and Torres Strait Islander communities across the continent.

Change Management

The diversity and complexity of each stakeholder group lends itself to a range of differing expectations. Managing these expectations post the brand renaming of ICV's organisation is a crucial consideration that must be maintained peripherally across all marketing activities after the official title change in March 2020. The Brand Transition Plan (c.a. 2019) describes the tactics needed to ensure a smooth transition to the new name. There are a number of mitigating elements that need to be considered in this marketing strategy to ensure ongoing stakeholder expectations are managed and addressed in a proactive manner. These are summarised in Table 1.

Table 1: Brand Change Mitigation Elements.

Stakeholder	Summary
Donors	<p>The removal of the name volunteers may impact on the donor stakeholder group if they perceive a reduced need to support ICV.</p> <p>ICV structure, purpose and focus remains First Nation communities. The new name celebrates community self-direction and empowerment. The continued role of skilled volunteers and the ongoing requirement for funding needs to be reinforced with this group.</p>
ICV Board, Management and Staff	<p>ICV staff at all levels need to ensure that they are comfortable and able to answer any questions that may arise from other stakeholder groups regarding the name change. Further, a positive focus needs to be adopted, reinforcing that the rename is exciting as it encapsulates community empowerment. This group need to be lead and primary brand champions proactively empowering all other stakeholder groups.</p>
ICV Volunteers	<p>For volunteers there is a risk that they may feel sidelined as the new name excludes the word 'volunteers'. It is imperative that the volunteers are engaged to reinforce the need for their continued and pivotal involvement, articulating that the name change is in recognition of First Nation community self-direction and empowerment. Brand change does enable a clearer reflection and focus on <i>skilled</i> volunteers.</p>
Partners (Government and Strategic)	<p>Managing the relationship between Partners and community development outcomes and impact is needed especially since there is often a long time lag period between project initiation and outcome/impact, and/or misalignment cultural values and ethics.</p> <p>Reinforce the structure and purpose is unchanged, and that the name change is in recognition of First Nation community self-direction and empowerment.</p>

Communities	Communities need to understand that there is no fundamental change to ICV's operational model; from that perspective a business-as-usual message is imperative. Opportunity to reinforce the message that the name change is exciting as it celebrates community self-direction and empowerment; and the change has been community led.
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Many of these elements are addressed in the Brand Transition Plan (c.a. 2019) and this marketing strategy focuses on the key brand strength of celebrating communities, and recognition of ICV's self-determination approach to service delivery that provides communities the means to achieve their self-identified goals and dreams.

Research Framework

The misalignment of priorities can often make stakeholder management challenging since each stakeholder group harbours their own set of priorities which may, and often do, conflict with the organisation's. The degree to which stakeholders share a vision, strategy and set of values with the organisation is termed stakeholder cohesion (Minoja, Zollo & Coda, 2010). In order to achieve a cohesive group of stakeholders, Reynolds, Schultz & Hekman (2006) advise that a process of assessing, evaluating and addressing stakeholder interests is needed in order to properly balance the interests of the organisation, as well as to address any issues that may arise from conflicting interests between the organisation and stakeholders. The importance of stakeholder cohesion should not be understated given that up to half of business undertakings are not implemented, only implemented in part, or simply produce poor results due to not balancing the interests and concerns held by its key stakeholder groups (Nutt & Backoff, 2007).

Understanding stakeholder groups and the impact they may have on project success is crucial. As a result, stakeholder maps are often used to form the foundation of a stakeholder engagement, communication and/or marketing strategy. It provides a guideline for stakeholder prioritisation and appropriate resource allocation. In addition, it can also assist in the mitigation of risk for stakeholders whose intentions are misaligned with an organisation, or for those stakeholder groups who feel they are not being heard by the organisation (Ackerman & Eden, 2011). A central framework for stakeholder mapping includes Jemilo's (2012) stakeholder management framework, which is broken into the following four key activities:

1. identify relevant stakeholders;
2. analyse interest and influence;
3. prioritise stakeholders; and
4. engage and communicate.

Identifying Stakeholders

Stakeholders can be categorised into a number of generic groups - for example, primary, secondary and tertiary also known as internal, connected and external stakeholders (Rabinowitz, 2019).

An organisation is dependent upon internal stakeholders for its very survival (Clarkson, 1995). Connected stakeholders have influence and/or interest in an organisation, this is typically through an indirect relationship or partnership. For instance, connected stakeholder groups may affect the relationship an organisation has with its internal stakeholders (Buchholtz & Carroll, 2012). Conversely, external stakeholders are 'external' because they neither make business decisions nor benefit directly from the organisation. External stakeholder involvement may influence business decisions (Rabinowitz, 2019).

With regard to ICV, an initial analysis of its various stakeholder groups was undertaken by harvesting information from ICV organisational documents and policies (e.g. Annual Reports and surveys), as well as meetings with ICV management. The identified stakeholders are categorised following Rabinowitz's (2019) nomenclature and summarised in Figure 6 below:

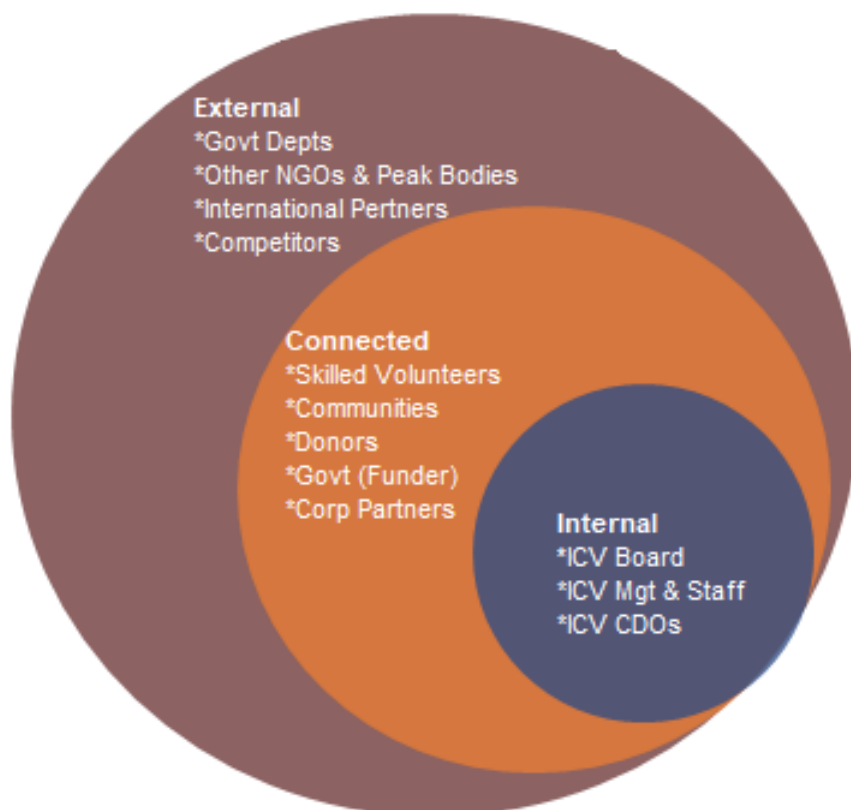


Figure 6: Stakeholder groups according to Rabinowitz (2019).

Analysing Stakeholders

This section draws upon two complementary frameworks by Jemilo (2012) and Krstić (2014) which both provide a method for understanding the relative position of each stakeholder group to the organisation, including their levels of interest and influence to the organisation's objectives.

Jemilo (2012) proposes a useful matrix to map stakeholders against a relevant organisation (see Figure 7). The matrix comprises of two axes: the x-axis describes the stakeholder's interest in an organisation's product or service (low-to-high); the y-axis represents the degree of influence that the stakeholder group has on the organisation's operations and its outcomes (low-to-high). The outcome of this matrix is to map out a stakeholder group's level of engagement with an organisation, and the degree to which the organisation must work closely with them to manage their expectations:

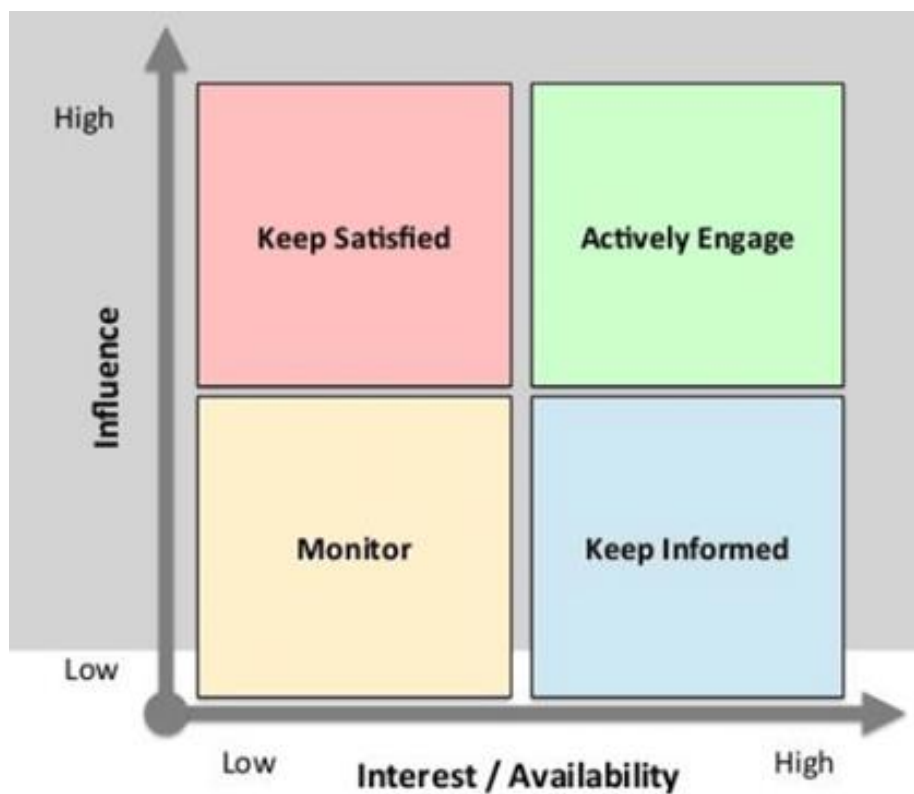


Figure 7: Stakeholder Mapping Matrix (Jemilo, 2012).

Prior to mapping ICV's various stakeholder groups according to Jemilo's (2012) matrix, a number of key questions must be considered to ensure a balanced and accurate representation of stakeholder interests, and these include, *inter alia*:

- Does the stakeholder group have a financial or emotional interest? Is it positive or negative?

- What motivates the stakeholder the most?
- What messages are relevant to the stakeholder?
- How does the stakeholder group perceive the organisation at the present time?
- What influences ICV's decision-making and operations, and are these influences tied to stakeholders?

In addition to Jemilo's (2012) approach is Krstić's (2014) model of considering the potential impact of stakeholders, including whether they are internal or external. This framework should not be confused with the aforementioned 'internal/external' categories which serve to identify stakeholders, but rather, these categories contextualise the extent to which stakeholders influence an organisation's strategic choices and judgments, including marketing strategies. These considerations include:

- The position of the stakeholder in relation to an approach to an issue.
- The stakeholders' level of influence.
- How much interest do the stakeholders have in relation to an issue?
- The stakeholders' existing and potential allies.

While Krstić (2014), Rabinowitz (2019) and Jemilo's (2012) frameworks provide an excellent opportunity to define ICV's stakeholder groupings, the unique status of ICV as an NGO working in the First Nations' space with a diverse range of stakeholders means that such frameworks require additional refinement to cater to ICV's circumstances, and specifically, its four new central business program's focus:

- Development;
- Evaluation;
- Research; and
- International.

Notwithstanding such, an analysis of ICV's various stakeholder groups is provided in Table 2 on the following page, and serves to depict each stakeholder interest and influence to and on the ICV organisation. This table builds upon the identification categories by Rabinowitz (2019), and integrates Krstić's (2014) and Jemilo's (2012) stakeholder analysis approach, before culminating into a holistic graphical illustration representing ICV's Stakeholder Mapping Matrix in Figure 8 (refer to page 28).

Table 2: Analysis of ICV Stakeholder Groups.

Internal	Analysis
ICV Management and Staff	<p>The management team can positively or negatively influence the vision, goals and values which steer ICV including the messages to be conveyed to other stakeholders in the marketing strategy.</p> <p>ICV management is pivotal to the allocation of resources and therefore the implementation of the ICV marketing strategy. ICV key personnel including the CEO represent the organisation in communication with connected and external stakeholders such as donors, corporate partners, government, peak bodies and other NGOs. Management is also directly responsible for the decision to rename the organization and the successful implementation of the associated change management process including the scheduled communication strategy marketing campaign.</p> <p>Primary Stakeholder: Interest = High, Influence = High >>> Actively Engage</p>
ICV Board of Directors	<p>ICV's Board comprises of nine directors, among them, four Indigenous members (ICV, 2019a; K. Farrell, personal communication, October 29, 2019). Given its direct involvement in the approval of major ICV decisions including planning for programs, fundraising, and related expenditures, the board is an influential and key stakeholder. ICV's board can work with the management with the view of ensuring the organisation has sufficient resources to implement the marketing strategy. Typically, ICV's board members have a network of prospective donors; therefore, they can use their existing personal or professional contacts to ensure the success of the marketing strategy.</p> <p>Primary Stakeholder: Interest = High, Influence = High >>> Actively Engage</p>

ICV Community Development Officers	<p>As the primary community facing representatives of ICV and subject matter experts, Community Development Officers are key stakeholders who reinforce the marketing message through their actions and the language they use in their day to day interactions with First Nation communities.</p> <p>Primary Stakeholder: Interest = High, Influence = High >>> Actively Engage</p>
Connected	Analysis
ICV Volunteers <ul style="list-style-type: none"> Highly engaged Opportunity for greater use of this resource 	<p>Volunteers have significant interest, their direct involvement in projects makes them influential, further, they can be influential in how ICV's marketing strategy meets its objective. Like CDOs they have direct contact with First Nation communities and can therefore, impact how First Nations' people view ICV.</p> <p>Primary Stakeholder: Interest = High, Influence = High >>> Actively Engage</p>
Communities: Aboriginal and Torres Strait Islander Communities, Organisations and People <ul style="list-style-type: none"> Past or Current ICV Projects No ICV Projects 	<p>Since First Nations' communities are key partners, inviting ICV into their community and requesting ICV assistance in undertaking projects, they stand to be directly affected, either positively or negatively by the marketing strategy. If the marketing strategy is a success they benefit, if it fails these communities will be negatively affected, therefore, they are primary stakeholders.</p> <p>Primary Stakeholder: Interest = High, Influence = High >>> Actively Engage</p>

Donors (New and Existing) <ul style="list-style-type: none"> • Older demographic • Younger demographic • Philanthropic • Untied funding 	<p>ICV has different types of donors, for example, individual donors (ICV, 2019a), and community fundraisers. Given their role in ICV, these donors are primary stakeholders because they can directly influence the outcome of the marketing strategy either by funding the strategy or withholding its funding. Therefore, their influence and interest is high.</p> <p>Primary Stakeholder: Interest = High, Influence = High >>> Actively Engage</p>
Government Partners <ul style="list-style-type: none"> • Existing funding partner • New funding partner • May be tied or untied 	<p>Funding directly or indirectly from the public sector including Commonwealth and State Governments.</p> <p>Primary Stakeholder: Interest = High, Influence = High >>> Actively Engage</p>
Corporate Partners <ul style="list-style-type: none"> • Existing • New 	<p>Corporate partners (large and SMEs), may also have an interest in ICV's marketing strategy particularly if there is an opportunity for exposure. Further, ICV Corporate partners may wish to ensure their partnership terms are being considered in the ICV's marketing strategy. For example, corporate partnerships may come in the form of corporate philanthropy programs and in-kind donations such as a used car; computer software, or a skill like legal counsel that can be useful in ensuring the success of the marketing/renaming strategy.</p> <p>Alternatively, corporates can form cause-marketing partnerships with ICV whereby ICV benefits by enjoying increased visibility to prospective donors, as well as an inflow of unrestricted funding for its marketing strategy and beyond. For example, the Coca Cola Company has had a global cause-marketing partnership with the World Wildlife Fund (WWF) for more than 10 years now (Journey Staff, n.d.). Therefore, their level of interest and influence makes them primary stakeholders.</p> <p>Primary Stakeholder: Interest = High, Influence = High >>> Actively Engage</p>

External	Analysis
Government Departments <ul style="list-style-type: none"> Existing New 	<p>In the NGO sector, government departments provide regulatory oversight. This is meant to ensure NGOs like ICV handle accounting procedures, fundraising permissions, ethical practices, and legal issues in a responsible manner, including eligibility for tax exemptions/concessions. However, Government departments, such as Health and Education, are also providing services to Aboriginal and Torres Strait Islander communities and with their representatives active in communities represent an opportunity for influence.</p> <p>Secondary Stakeholder Interest = Low, Influence = High >>> Keep Satisfied</p>
International Partners <ul style="list-style-type: none"> Existing/Emerging New 	<p>International Partners are a potentially new group of stakeholders for ICV to engage. Currently, initial exploration of possible partnerships in this space are with the National Volunteering Service in Papua New Guinea. Other international organisations that are aligned to both ICV's vision and Community Development Framework could further strengthen ICV's position as a thought leader in community development and/or create opportunities to share learning for continuous improvement.</p> <p>Secondary Stakeholder Interest = High, Influence = Low >>> Keep Informed</p>
Competitors	<p>Competing for the same donor funds ICV competitors can influence ICV's relationship with their Primary Stakeholders. Therefore, competitors are Secondary Stakeholders.</p> <p>Secondary Stakeholder Interest = Low, Influence = Low >>> Monitor</p>
Other similar NGOs and Peak Bodies	<p>Complementary NGOs and peak bodies that advocate for the same Aboriginal and Torres Strait Islander community groups are secondary stakeholders. These groups may share the ICV vision and may influence (or represent an opportunity for influence) of Primary stakeholders.</p> <p>Secondary Stakeholder Interest = Low, Influence = High >>> Keep Satisfied</p>

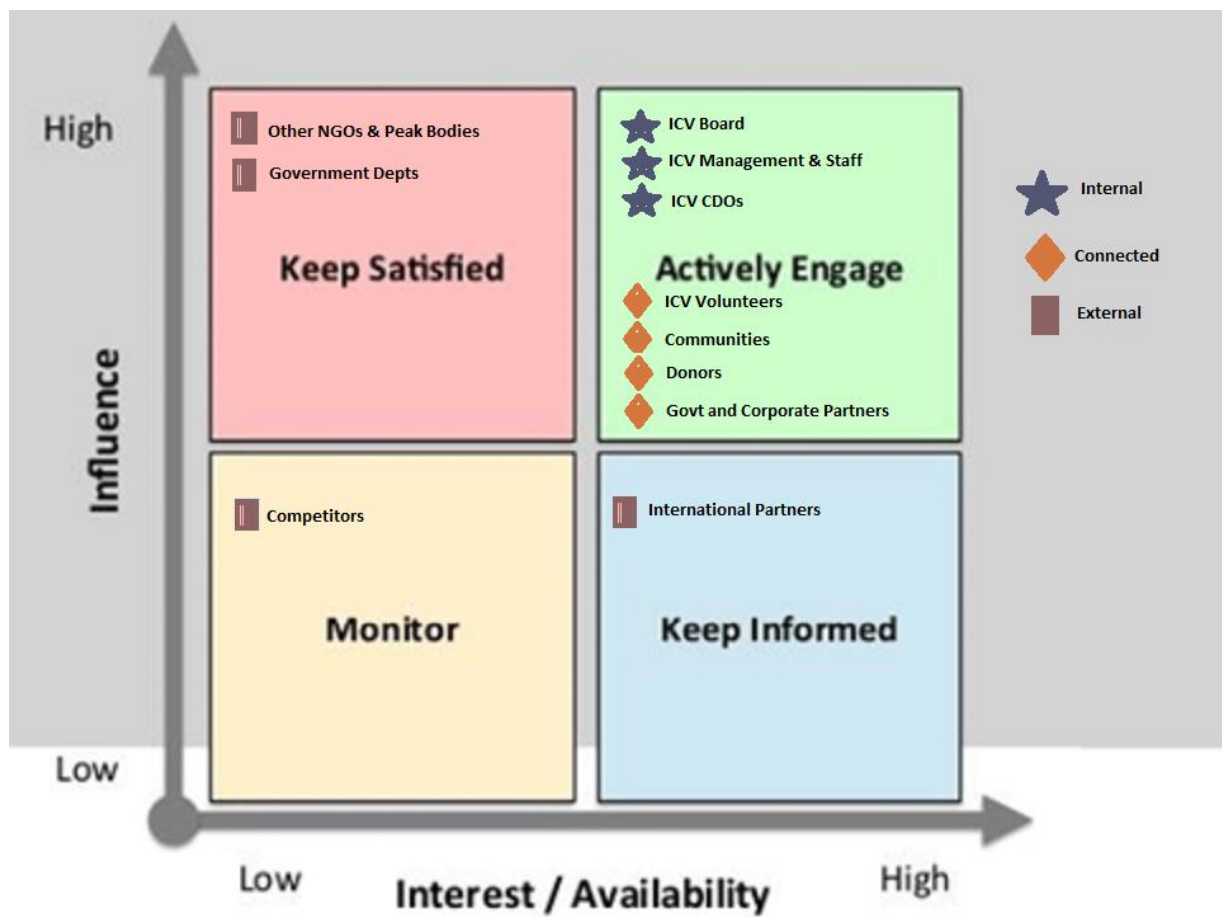


Figure 8: ICV Stakeholder Analysis (adapted from Jemilo [2012], Krstić [2014] and Rabinowitz [2019]).

Stakeholder Engagement and Communication

According to Newman (2016), a communication plan is vital to any organisation's management toolkit, with a good communication plan comprising of several components, including an audience analysis, communication objectives, communication channels, responsibilities, and timing. These translate to key marketing objectives. In order to ensure that ICV's different stakeholder groups 'hear' ICV's message, the communication approach should be relevant to the stakeholder's own experience and vision, otherwise the message is lost (Drucker, 1973).

Newman (2016) suggests utilising the matrix presented in Table 3 below. This table differentiates the needs of each stakeholder group in order to ensure the messaging is effective. This framework is dynamic since it can include potential reactions, communication/engagement objectives and communication channels. The audience analysis section within the below table is equivalent to, and builds upon, the stakeholder mapping framework presented in the previous sub-sections.

To promote marketing efficiency an organisation may look for ways to amplify their message. To do this, the organisation needs to identify its promoters or advocates. Jemilo (2012) recommend using a Net Promoter Score survey technique to gauge stakeholder satisfaction. In summary, this involves asking each stakeholder group how likely they would recommend ICV to others on a scale of one to ten. Advocates will score the organisation a nine or ten, as this group can amplify ICV's marketing message they may be given a higher priority.

Table 3: Communication Plan Template (Newman, 2016).

Audience	Audience Background and Potential Reactions	Communication Objectives	Responsibility	Communication Channel	Timing or Frequency

An adaption of this communication template is provided as part of the recommendations section (refer to Appendix B).

2.2 SWOT Analysis

29

A SWOT analysis is a crucial element for any strategic plan, especially for NGOs operating in highly diversified economies.

Overview

A crucial element to any organisation is that of strategic planning, particularly in the current climate of a rapidly changing and highly diversified world characterised by strong domestic and global competition (Panagiotou, 2003). One of the most widely used tools to assist with planning is the analysis of an organisation's strengths, weaknesses, opportunities and threats (SWOT). One of the advantages of the SWOT analysis for an organisation is its "simplicity and value in focusing attention on key issues which affect business development and growth" (Pickton & Wright, 1998). Due to the simplistic nature of a SWOT analysis, it is a relatively easy and cost-effective process for the majority of organisations to undertake. This is particularly beneficial for not-for-profit organisations like ICV who often operate under tremendous financial constraints (Kong, 2008).

Research Framework

The key elements that contribute to a SWOT analysis are the internal and external factors that may impact on an organisation's competitive advantage. It details the organisation's strengths and weaknesses via an analysis of its resources and capabilities (internal), and details the threats and opportunities drawn from an analysis of the organisation's environment, or external factors (Stacey, 1993). The outcome of a SWOT analysis contributes towards the organisation's overall strategy.

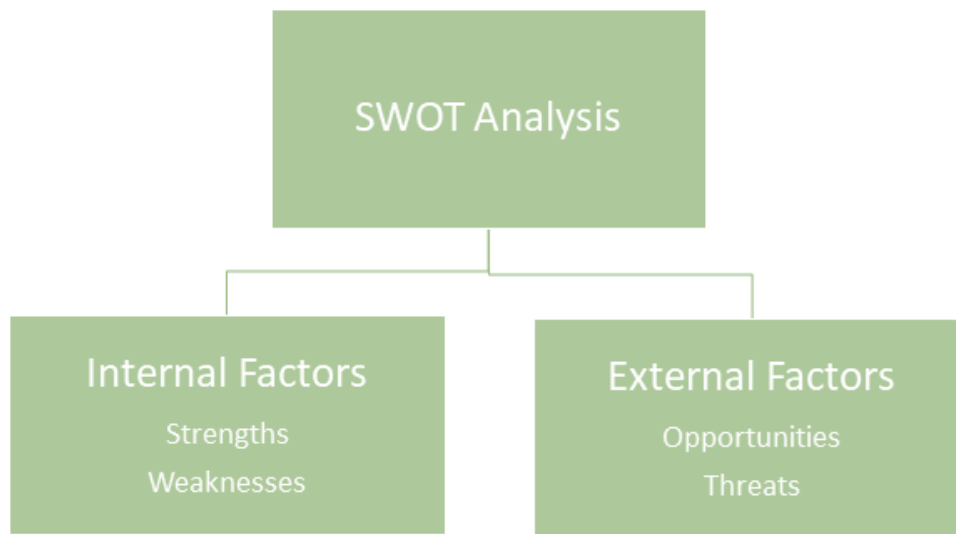


Figure 9: Overview of a SWOT analysis (Gürel & Tat, 2017).

Gürel & Tat (2017) describes strength at the organisational level to be the characteristics of an organisation that are more effective in comparison to their competitors. Weaknesses are characterised by a situation where an organisation's capabilities are not as strong in comparison to similar organisations, and this can put the organisation at a disadvantage within its market, and be detrimental towards the organisation's performance (Gürel & Tat, 2017).

An external environmental scan includes an analysis of factors in the macroenvironment that may enable or inhibit an organisation's ability to meet its objectives, and/or impact their ability to successfully build and maintain relationships with their stakeholders (Armstrong, Adam, Denize, Volkov, & Kotler, 2018). Organisational opportunities may be identified once an environmental scan is conducted, in addition to achieving a good understanding of the organisation's resources and capabilities (Gürel & Tat, 2017). A threat is classified as an element that makes it difficult or impossible to reach the organisation's goals (Gürel & Tat, 2017). Threats often result from changes in the environment that prohibit the organisation from operating successfully, such as changes in government policy.

Service delivery model

ICV's approach to service delivery places them in a very unique position; while external organisations may be similar to ICV with regard to their overall objective of supporting the improvement of quality of life for Aboriginal and Torres Strait Islander people, ICV's community-centric service delivery model dictates its operation, scope, resources, service output and service impact. This service delivery model ensures communities are empowered through the enactment of leadership throughout all project operations, from project initiation to project close, including the responsibility regarding assistance requirements.

This service delivery model approach not only fosters community self-governance, but also resonates with ICV's donors. This was highlighted in the ICV 2019 Support Survey in which 34 questions relating to various aspects of donor involvement were posed, including their perceptions of Aboriginal and Torres Strait Islander people and donors' motivation for financially supporting ICV (ICV, 2019b). Among the respondents:

- 99% believed that Aboriginal and Torres Strait Islander people should have equal access to health, education, employment and business opportunities as non-Indigenous Australians;
- 94% believed that empowering communities through greater ownership and responsibility for their own future was extremely important, or very important;
- 93% flagged the importance of ICV's service delivery model of self-determination; and
- 87% of respondents strongly agreed or agreed that their donation gift was being used as intended (ICV, 2019b).

These positive responses by donors demonstrates the alignment of values between donors and ICV, and the importance of equity and equal opportunity.

Evaluation

ICV engage with communities to monitor the progress of community development programs, and measure long-term outcomes (ICV, 2019a). Providing outcomes demonstrates the effectiveness of projects, which is important for community empowerment and provides assurance and objective evidence to stakeholders, including the government, who provide funding grants, donors, who provide donations, and volunteers, who provide time, has been invested wisely. ICV translate this objective evidence into stories for their staff and stakeholders predominantly through their newsletter Stepping Stones and their annual reports, and the Australian community as a whole through their website (<https://www.icv.com.au/>).

In 2018, ICV commenced a two year action research project to evaluate the effectiveness of the community development program (ICV, 2019a). To date, ICV have adopted the use of the Seed to Tree scale, an outcome of this research in action. The Seed to Tree scale, a visual Likert scale, is now used as a project management and monitoring tool for all community development projects (ICV, 2019a).

Donor giving

The Australia Giving 2019 report highlight that 68% of Australians have donated money within the past 12 months (Charities Aid Foundation, 2019). This representation is higher for ICV's donors, with 94% of respondents to the 2019 Support Survey noting that they donated to two or more charities within the last 12 months (ICV, 2019b). The critical distinction between the survey responders in the Australia Giving 2019 report and that of ICV donors is age: respondents most likely to have made a donation in the Australia Giving 2019 report were aged 25-34 (74%) in contrast to ICV, whose key donors are characterised as Caucasian females in the 70+ age bracket (Charities Aid Foundation, 2019; K. Farrell, personal communication, October 29, 2019).

The age demographic finding in the Australia Giving 2019 report complements the national survey results compiled by Reconciliation Australia and the Australian Youth Affairs Coalition, which indicated that 90% of young Australians aged between 15-26 years believe the relationship between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians is important, and have a strong desire to advance reconciliation (81%) but less than half know how to go about it (Reconciliation Australia & the Australian Youth Affairs Coalition, 2012). When considered in conjunction with the findings that those aged 25-34 are likely to make a donation, this places the current younger generation as a key long-term stakeholder for the ICV organisation.

Engagement

As at June 2019, ICV has 669 active experienced professional volunteers who support the work of ICV through sharing of their expertise, knowledge and skills. Although this number is significant only 38% of volunteers were engaged in a project during 2018-2019 financial year (FY) (ICV, 2019a). There is a risk that if the volunteers remain underutilised, they may become disenfranchised (K. Farrell, personal communication, October 29, 2019). The highest demand for volunteers was in the regional areas, however the trend for the demand for services in this location over the last three financial years is decreasing with an increase in demand for services in remote and urban areas (ICV, 2019a). ICV conducted an in-depth survey of volunteers during the FY 2018/2019 to inform future planning (ICV, 2019b).

Registration status

ICV is registered as a Deductible Gift Recipient (DGR), which enables it to receive tax-deductible gifts (ICV, 2020). DGR is determined through an application process

and governed by tax law; 40.4% of charities were registered with the Australian Charities and Not-for-profits Commission under DGR status in 2014 (Australian Tax Office, 2018; ACNC, 2014).

External Environmental Scan

In the Australian context, a not-for-profit organisation must comply with the ACNC Act 2012, which establishes the ACNC as the governing agency responsible for registrations (Commonwealth of Australia, 2012). As ICV is reliant upon government funding, they are subject to the prevailing political climate, including legislation and laws passed by the sitting government. The following external environmental scan explores the policies implemented by the current government, the Liberal Party, under the leadership of Prime Minister Morrison, as well as analysing other elements in the macroenvironment that could impact on ICV's marketing management; these include political, demographic, economic, socio-cultural and technological forces (Story, 2019).

Political

The Empowered Communities: Empowered Peoples Design Report (Wunun Foundations Inc, 2015) facilitated place-based social reform with Aboriginal and Torres Strait Islander communities through the development of a formal agreement that would bind parties for as long as it takes to achieve the policy goals. This was an opt-in arrangement that the Australian Capital Territory (ACT) endorsed; the ACT Aboriginal and Torres Strait Islander Agreement 2019-2028 (2018) substantiates this commitment. The Agreement includes the development of partnerships with Aboriginal and Torres Strait Islander organisations, with the objective of fostering self-determination, leadership and improved outcomes for the Aboriginal and Torres Strait Islander community (Australian Capital Territory Government, 2018).

A review of the targets in the National Indigenous Reform Agreement (Closing the Gap) (Council of Australian Governments, 2008) commenced in 2018. A core outcome of the two-year review was to align the Closing the Gap targets with the whole of government approach, highlighted by co-design and partnership with Aboriginal and Torres Strait Islander people (Department of the Prime Minister and Cabinet, 2019a). This approach was designed to ensure equal participation and empowerment of Aboriginal and Torres Strait Islander peoples, enabling their priorities recognised through their leadership and self-determination.

To facilitate this approach, the Liberal government developed the Indigenous Advancement Strategy (IAS) (Department of Prime Minister & Cabinet [PM&C], 2019b), which provides a framework for how the government will fund and deliver programs to support the achievement of the updated Closing the Gap targets (According to the Indigenous Advancement Strategy (2019b), \$5.2 billion in funding has been allocated in the 2019/20 budget for the next four years to deliver the

IAS; the administration of the IAS is the responsibility of the NIAA. Facilitating leadership and self-determination is a core objective of the grant scheme, which has funding available for Aboriginal and Torres Strait Islander organisations who facilitate community-led projects (PM&C, 2019b).

Finally, it is worthwhile mentioning the struggle which government agencies have experienced with regards to measuring the impact of service deliveries to communities. Government agencies, such as the Department of Social Services, do not sufficiently understand the nature of service providers' work (Department of Social Services, 2019). Further, they have limited insight of service delivery and evaluation by their funding recipients. This consequently limits the agency's ability to access insights and effectively inform advice about which service delivery organisations to fund in the future that can guarantee improvements to Australian individuals and communities (Department of Social Services, 2019). This is counteracted by the 'Reflect and Celebrate' component of ICV's Community Development Framework model which incorporates measures to reflect upon project successes and challenges in order to inform continual improvements into the future and builds confidence into the ability for ICV to deliver services that can guarantee improvements. This constitutes a key element of ICV's brand value proposition that relates closely to the requirements and priorities of government agencies.

Economic

There are more than 57,500 registered charities in Australia, with ICV being a registered charity and not-for profit organisation (Australian Charities and Not-for-profits Commission [ACNC], 2019). There is a finite number of resources available, which increases competition between charities and not-for-profit organisations; for example, one of ICV's key strategic priorities include empowering communities to become ecologically and economically sustainable which, depending on the community development project, falls under a number of categories depicted in Figure 10.

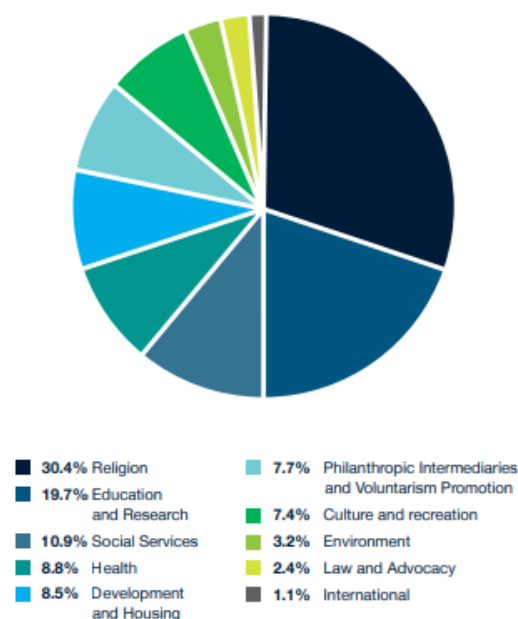


Figure 10: Categories of services provided by Charities (ACNC, 2019).

Across charities, 92% receive revenue from government funding and 66% receive revenue from donations and/or bequests (ACNC, n.d.). An analysis of two of ICV's direct competitors is provided on Table 4 on the following page.

Table 4: ICV competitor analysis of core funding receipts (rounded) (ICV, 2019a; Jawun, 2019; Aak Puul Ngantam Limited, 2019)

Organisation	Size	Government Grants FY 18/19	Donations
ICV, ACT	Large	\$2	\$3.1
Jawun, ACT	Large	\$1.8	\$3.6
Aak Puul Ngantam Limited, QLD	Large	\$1.4	\$0.5

Demographics

There are approximately 370 million Indigenous people living in 70 countries across the globe (United Nations (n.d) cited in Australian Institute of Aboriginal and Torres Strait Islander Studies [AIATSIS], n.d.)). Within Australia, Indigenous cultural groups may be largely categorised as Aboriginal or Torres Strait Islander people. There were approximately 798,300 Aboriginal and Torres Strait Islander people living in Australia in 2016, which is projected to increase by 2031 (ABS, 2015). The Australian Capital Territory is projected to be the fastest growing, with an average annual growth rate of between 2.7% and 3.0% per year (ABS, 2015). This is followed by Brisbane, which is predicted to increase from 2.6 to 2.9%, and Victoria, which is predicted to increase between 2.4 and 2.8% (ABS, 2015). These predicted changes are captured in Figure 11 below:

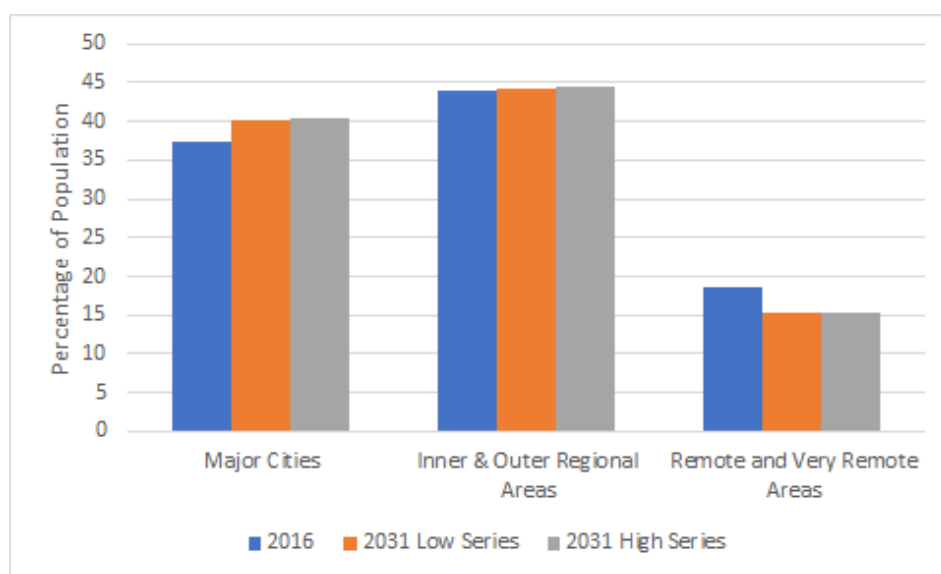


Figure 11: Predicted change over time in Aboriginal and Torres Strait Islander peoples regions of living (ABS, 2015).

In 2018, there were 19,261 Aboriginal and Torres Strait Islander students undertaking tertiary studies: 6,471 and 12,790 male and female respectively.

Within ACT, there are a total of 484 students undertaking studies at ANU, UC and in the non-university sector (Department of Education, 2019).

The 2016 Census reported that 19% of the population participated in voluntary work with an organisation or group the 12 months preceding the census, an increase of 1.2% compared to 2011 census data (ABS, 2016). The type of volunteering is broad and includes activities such as assisting at sports organisations, helping with school events, assisting with charities etc.

Generally, a higher rate of females, 21%, volunteer compared to 17% of males, with a particularly high rate of females volunteering in their forties. There was a higher rate of males and females aged between 65 and 74 volunteering in comparison to those aged between 50 and 64, and those older than 75 (Glenn, 2019).

Socio-cultural

Language is the “... salient ingredient to spirituality, lore, law and retaining our cultural identity and connection ...” said Ms Caroline Hughes at the release of the Ngunnawal Language Visitors Greeting Sign opening at the Canberra Airport on 9 July 2019 (Canberra Airport, 2019, para. 4).

The connection between language and culture is well documented. Language for Aboriginal and Torres Strait Islander peoples is fundamental to societal functioning, identity, spirituality and connecting with culture and lore (ATSIAS, 2019; Canberra Airport, 2019). The number of Aboriginal and Torres Strait Islander people who speak an Australian Indigenous language at home has decreased significantly, proportionate to the population from 16% in 1991 to 10% in 2016: Geographical region is linked to this, with 60% of people living in the Northern Territory speaking an Aboriginal Indigenous language compared to 13% in Western Australia and 1% in New South Wales and Victoria (ABS, 2019).

Following Figure 12 below, Kriol is the prevalent Australian Indigenous language spoken across Northern Australia, which includes Northern Territory and all areas north of the Tropic of Capricorn in Western Australia (ABS, 2019; Australian Government, 2015).

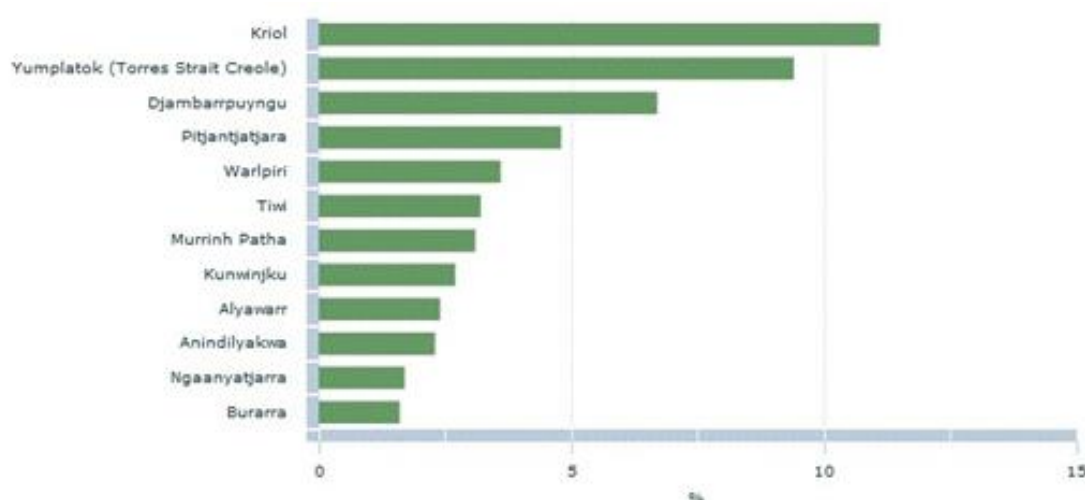


Figure 12: Predicted change over time in Aboriginal and Torres Strait Islander peoples regions of living (ABS, 2015).

Technological

The Australian Digital Inclusion Index (Thomas et al., 2019) measures the level of digital inclusion across Australia, over time. Technological change has increased rapidly over the preceding decades, with government and non-government organisations increasingly using digital technologies. Today, technology is used in all aspects of a person's life: to manage health and wellbeing, access to education, facilitate finances and connect or socialise with family and friends. Data collated by Thomas et al. (2019) reveals that Aboriginal and Torres Strait Islander people continue to face barriers around digital inclusion and participation, including affordability, access, as well as the skills and knowledge required to use digital technologies. For instance, Aboriginal and Torres Strait Islander people living in urban and regional areas scored 6.8 points below the national average with regards to technological proficiency, and affordability was cited as the key barrier, followed by accessibility within remote communities (Thomas et al., 2019).

Aboriginal and Torres Strait Islander people tend to use mobile phones to access digital information, predominantly due to the low start-up costs, pre-paid options, mobility and ability to share the device between family members (Buchanan, 2014). Buchanan (2014) conducted research of students aged 13 to 17 years, who lived in remote areas of Queensland but attended boarding school in an urban area. The research revealed that the students use mobile phones to access social media platforms, and that the majority of their parents also used it. Social media includes sites such as Facebook, including Facebook messenger, Google+, LinkedIn, Twitter and Instagram, online blogs and online rating and review mechanisms (Yellow, 2018). A small percentage of Elders used social media (Buchanan, 2014). Facebook was identified as the dominant social media platform used by remote Aboriginal and Torres Strait Islander communities (Buchanan, 2014). The research results are summarised in Figure 13 below:

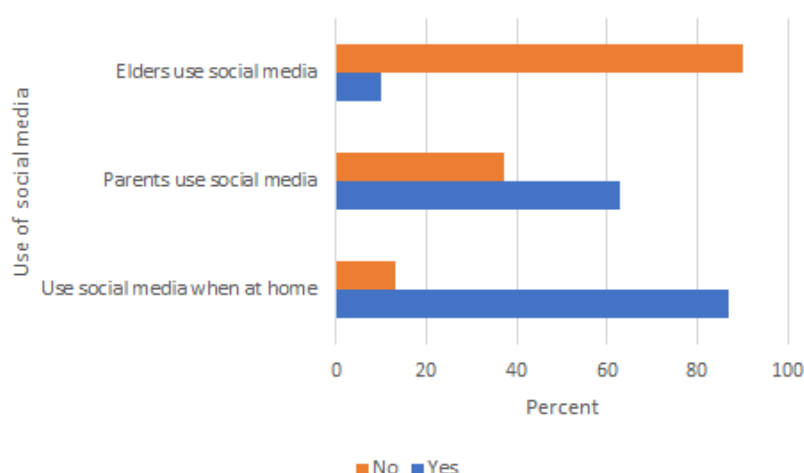


Figure 13: Use of social media by Aboriginal and Torres Strait Islander people living in remote areas of Queensland (Buchanan, 2014).

Key outcomes from a survey conducted by Yellow (2018) revealed that of the sample base of 1, 615 Australians internet users:

- 88% had a social media profile with 62% using the social media site on a daily basis;
- the smartphone was the most popular device used to access social media;
- 82% use an app of the time to access social media in comparison to 43% accessing it from a website;
- 79% of social media users used Facebook Messenger, 53% YouTube, 39% Instagram, 23% Snapchat, and 22% LinkedIn; and
- 28% have used Facebook Live to watch videos, either live or recently recorded.

The survey further revealed that just over half of respondents, 54%, are more likely to trust an organisations brand on a social media site when interact in a positive way and regularly update their content, with 55% agreeing they are more likely to trust the brand when they have engaging and relevant content (55%) (Yellow, 2018).

ICV SWOT Analysis

ICVs internal resources and capabilities and a review of the macroenvironment have been critically analysed and ICV strengths, weaknesses, opportunities and threats consolidated into the summary table on the following page.

Table 5: Strengths, Weaknesses, Opportunities and Threats Analysis.

Strengths (S)	Weaknesses (W)
<ul style="list-style-type: none"> Community Development Officers and 669 active ICV volunteers are well positioned to be advocates for the rebranding (ICV, 2019a). Internal review of volunteers currently in progress (T. Layton, personal communication, Dec 4, 2019) A donor base who support the principles and service delivery methodology of ICV. High-level community engagement with development and delivery of projects as they are community-led. In-kind partnerships with corporate organisations (e.g. KPMG, NAB). Low staff turnover rates resulting in retention of organisation knowledge (T. Layton, personal communication, Dec 4, 2019). Approaching twenty years of experience working with Aboriginal and Torres Strait Island communities, including a 1.5 year average length of projects, reflecting community relationships based on trust. Strengths-based approach and vision of self-determination. ICV can receive tax-deductible gifts. 	<ul style="list-style-type: none"> The budget for the marketing strategy must align with the principles of a lean organisation. 412 prospective volunteers not being utilised during the preceding year. Underutilised volunteers may feel disenfranchised. Revenue is smaller compared to competitors. The donor base is predominantly limited to one core demographic group. Inactive YouTube channel, with one video generated annually and a decreasing view rate from 1.2k views to 200 over the last 5 years. Inconsistent Facebook posts, with posts published between 1 and 18 days apart, and a total average of one post every four calendar days, since June 2019.
Opportunities (O)	Threats (T)
<ul style="list-style-type: none"> Option to facilitate communities to access the funding available through the Indigenous Advancement Strategy, specifically designed for community-led projects. Include Aboriginal and Torres Strait Islander students participating in tertiary education in ICV's stakeholder matrix to facilitate communications through word of mouth and through social media platforms to their communities. Improve connections with community by using first languages, where possible, in written materials and/or social media posts through partnering with enterprises such as Batchelor Press. Expand donor base and skilled-based volunteers to incorporate younger demographics to embed longevity into the strategy. Use the rebranding and name change as a catalyst to expand the reach of ICV. Utilise Facebook as a communication channel with communities. 	<ul style="list-style-type: none"> Competitors applying for grants through the Community-led Projects Grant Scheme. Corporate organisations principles and ethics may not align with ICVs, resulting in stakeholder disenfranchisement. Access and affordability to digital technologies, increasing as remoteness increases.

2.3

Marketing Analysis



The ICV brand must remain a persistent undercurrent beneath its consumer's various journeys.

Overview

The following section provides an overview of ICV's brand strength and a brief outline of its current marketing landscape, in addition to key challenges. Fahy and Jobber's (2015) Brand Strength Framework will be used to detail various aspects of ICV's brand, including its distinct value in the marketplace, as well as its impact on the self-identities of its stakeholders. Other relevant marketing frameworks will be used to define the marketing approach used in the recommendations, such as Porter's (1998) Five Forces model, which illustrates the elements required for an organisation to maintain their competitive advantage.

ICV Marketing: Current Landscape

The following section provides a brief snapshot into the existing marketing practices adopted by ICV, including marketing tactics and strategies:

Donors

- Telemarketing: including cold calling
- Mail outs: monthly Stepping Stones newsletters, which include donation forms. Additionally, loyalty mail-outs are dispatched every year in January.
- Website: including an ICV donation form
- Donations from the public accounted for \$3,121,153 in 2018 (ICV, 2019a).

Partners (Government and Corporate)

- ICV receive donations from existing corporate donors, and grants from the federal government each year. This totalled to approximately 40% of the total funds received (\$2,207,574 in 2018) (ICV, 2019a).
- ICV apply for and receive Government funding through the NIAA. Government and corporate funding are approximately \$2.2 M. Partners are a very important component of ICV funding structure (ICV, 2019a).

Communities

- CDOs are the single point of contact between ICV and Aboriginal and Torres Strait Islander communities, making them a key face-to-face and on-the-ground advocate of the ICV brand.

In terms of ICV's finances, the 2018/2019 Annual Report indicates a total revenue of \$5.5M, expenses of \$4.7M, and an operating surplus of \$825k driven by a staff of approximately 30 members, half of which work from the head office in Canberra (ICV, 2019a). Generally, 60% of funding is received from individuals, with 40% from the government, and all donations from fundraising efforts going to community-driven projects (ICV, 2019a).

Finally, with regards to ICV's recent strategic vision, ICV has closely committed to establishing themselves as a leader in the area of service delivery for First Nations people. In 2019, ICV leaders, Belinda Gibb and Sharon Babyack, launched the Indigenous Evaluation Project as part of the Better Evaluation website. These recent developments, in addition to the endorsement by PM&C of the Indigenous Advancement Strategy Evaluation Framework, indicate ICV's emphasis on establishing a service delivery model that is based on measurable impacts policy implementation and service delivery suggest that ICV could gain considerable advantage by being a 'first mover' and establishing themselves as a leader in this area of service delivery. The alignment of ICV's practice with government strategies, including the Indigenous Advancement Strategy (2019b) and the Closing the Gap strategies (PM&C, 2019a), is a core aspect of the recommendations for these stakeholders is further detailed on page 73.

Challenges

Diverse Communication

It was previously mentioned that the socio-cultural aspect of Aboriginal and Torres Strait Islander people is a crucial element of consideration. Hence, the semantic importance of using strength-based language is critical for effective communication that will be led by ICV's rebranding strategy and post-rebranding communication plan. This is particularly challenging to achieve for Aboriginal and Torres Strait Islander communities, given that messaging needs to be localised to suit the complexities between and within communities; this messaging should not only cater to the linguistic and cultural diversity among communities, but also consider the relevant position or title of the recipient(s), the historical development of the community, and crucially, the existing climate or milieu of community affairs (e.g. recently deceased elders, family feuds, events or celebrations).

A deficit language approach that fails to take a holistic consideration of the community creates a barrier for service providers on the one hand, who are prevented from recognising the strength and potential that these communities hold, and on the other hand, builds a reluctance among community members to partake with members that do not understand or appreciate their culture. Hence, "consciously shifting our language is an important first step to rectifying this. It means acknowledging in our conversations the positive and the strong [and] shifting our dialogue from "closing gaps" towards finding solutions "with people"" (ICV, 2018, p.3).

With regards to its volunteer stakeholders, ICV also faces multiple communication challenges. One of these challenges, as briefly elucidated in 2.2 SWOT Analysis, is closely linked to managing the expectations of existing ICV volunteers with regards to the name change, which has effectively removed 'volunteers' from the brand name. The second challenge relates to the connotations of the term 'volunteering', which once again emphasises the importance of using strength-based language.

As the ICV co-chair, Bill Armstrong, discussed on ABC radio, the term 'volunteers' should be reframed to something closer to 'participation' (Australian Broadcasting Corporation, 2016, February). The connotations of the term 'volunteering' in current society, and particularly corporate industries, has developed a negative undertone through its association to being merely a 'resume-building exercise' in order for employees to project an image of working 'philanthropically' in 'suffering communities'. Not allowing the perception of 'volunteers' to be dictated by others is critical to ensure positive engagement among this stakeholder cohort, and thus, continue to provide opportunities for community partnership alignment.

Although this project report does not intend to provide a targeted solution to such linguistic and communication challenges, they are included in order to establish

the wider context of ICV's marketing efforts, and where relevant, will be taken into consideration for the marketing strategies proposed later in the report.

Brand Change

Any organisation undergoing a brand name change requires the organisation to anticipate potential challenges or weaknesses that may arise from misaligned perceptions or questions of loyalty among stakeholders. It is imperative that ICV maintain their core brand values throughout the brand change process in addition to simultaneously using it as an opportunity to develop a strategy that can further strengthen their brand in the market for all relevant stakeholders.

ICV's brand renaming to "Community First Development" may be described as a form of "umbrella branding" (Fahy & Jobber 2015, p. 274), since it creates a coherent and consistent message that reflects all ICV stakeholders, unlike its previous brand title, Indigenous Community Volunteers, which overlooked language sensitivities relating to First Nations' people (K. Farrell, personal communication, Dec 4, 2019), as well as making its volunteers the focal point of its organisational identity .

A primary challenge posed by this rebranding process is the need to maintain the brand value in the eyes of ICV customers who are part of the overall community development journey. For instance, while the brand renaming serves to strengthen the self-identity of communities by putting them at the forefront of the ICV brand and image, this comes at the opportunity cost of removing volunteers from being the organisational focal point.

Acknowledging such challenges that may arise out of ICV's brand renaming is important to consider in order to contextualise the marketing strategies proposed later in the report.

By ensuring that ICV's current and future marketing strategies are consistently grounded from a brand management approach, ICV will be in a better and more strategic position to distinguish themselves from other NGOs in the marketplace:

"Although many nonprofits continue to take a narrow approach to brand management, [such as] using it as a tool for fundraising, a growing number are moving beyond that approach to explore the wider, strategic roles that brands can play: driving broad, long-term social goals, while strengthening internal identity, cohesion, and capacity" (Kylander & Stone, 2012, para. 2).

ICV Brand Strength

According to Fahy and Jobber's (2015) analytical framework, the strength of a brand's position in the marketplace is built upon six elements: brand domain, brand heritage, brand values, brand assets, brand personality and brand reflection. Brand domain corresponds to the choice of target market where the brand competes within, while the remaining five elements explore opportunities for creating a differential advantage with these target consumers. The following section dissects the current position and strength of ICV's brand in the marketplace in order to form an accurate portrait of how ICV is positioned, as well as to form the basis of the new brand positioning strategies proposed later in the report. The brand strength framework draws upon relevant resources relating to ICV's brand, including sponsor meeting communications, the previous industry project report between ICV and Dūcere Business School, the ICV website and relevant sponsor resources (e.g. Strategic 2020-21 Vision, Stepping Stone newsletters, Logo Design Workshop powerpoint).

Brand Domain

Brand domain refers to the brand's target market and specifically, where it competes in the marketplace (Fahy and Jobber, 2015). As mentioned earlier, ICV is a registered charity and not-for-profit organisation operating in a competitive NGO space with less resources (T. Layton, personal communication, Dec 4, 2019). Further, unlike many existing Australian not-for-profit organisations, ICV's market presence is more ubiquitous since it draws on a variety of market spaces to target various needs of its overall service. Among these target markets include Aboriginal and Torres Strait Islander communities who are the key stakeholders of ICV's service delivery and fundamental decision-makers regarding the work and help that is requested. A second target market includes donors in the general public, and specifically those members whose core values relate to a commitment and embodiment of first people reconciliation. This is complemented by target markets in the private, not-for-profit and public sectors where partnerships from philanthropic trusts and foundations (e.g. Millett Family Foundation), federal and state governments (e.g. ACT Government Community Services) and corporate partners (e.g. KPMG, NAB) form part of the ICV's funding model.

The skilled volunteers market constitutes the final, primary ICV target market. In many ways, this market is a moving target since the demand is driven by the varied and complex needs set out by communities. This dynamism is evidenced in the following two ICV projects: the *Tjuwanpa Outstation Resource Centre*, who invited a skilled volunteer in sewing and quilting, and the Aboriginal-owned business, *Kungkas Can Cook*, who invited an ICV volunteer to help build a website and e-commerce store (ICV, 2019c).

Brand Heritage

The Brand Heritage element of the brand strength framework refers to the background of a brand and culture, including its previous successes and failures during the brand's lifetime (Fahy and Jobber, 2015). This is a particularly relevant element to ICV's brand given that its upcoming brand renaming marks a significant milestone in ICV's brand life. As previously mentioned in Chapter 2: Organisational Context, the ICV organisation has been operating for almost 20 years and has executed over 2,500 projects across Australian communities. It commenced under the Abbott government with the original aim of transferring skills to various Australian communities, but later evolved to focus exclusively on Aboriginal and Torres Strait Islander communities (ICV, 2019a).

The brand culture concerning ICV's work with Australia's First People communities has also evolved considerably. Historically, the ICV brand association was strongly tied to its volunteers, and this service was more recently analysed as a form of Aboriginal and Torres Strait Islander consulting in Dūcere Global Business School's recent Industry Project Final Report for ICV (Dūcere Global Business School, 2019). The current rebranding, however, reangles this service culture from the perspective of communities and their development, not volunteers, and this is complemented by ICV's long entrenched vision of working with communities, and at their invitation. Notwithstanding such, ICV will continue to be strongly tied to its highly-skilled volunteers through a redefined messaging approach that better reflects this key stakeholder group for ICV (further detailed in 3. Recommendations).

With regards to the more recent successes and challenges of the ICV organisation, these may be summarised as:

Successes

- Approaching 20 years of service
- Executed over 2,500 projects in Australia communities
- A two-fold increase in the average project length over the last 7 years to an average of 522 days, or 1.5 years, (ICV, 2018), indicating ICV's success in building long-term, trusting and working relationships with communities.
- A skill-based pool of 650 volunteers (ICV, 2019a).
- Based on the ICV Supporter Survey (2019), approximately 87% of supporters trust ICV to do the right thing with the money they receive through donors.

Challenges

- ICV have experienced some challenges identifying corporate partnerships whose core ethics align with ICV's vision, and have lost business partners (e.g. BHP) as a result of this challenge.
- While ICV have been increasing their support in organisational leadership and governance among communities over the last four years, this comes with a challenge of striking an appropriate balance among its other pillars, such as improving education opportunities, which have witnessed a greater than 50% decrease in ICV attention over the same period (ICV, 2018).
- Expanding its donor base.
- Although ICV has been increasingly involved in Aboriginal communities in Western Australia, this has been complemented by a trending decline in involvement across the remaining Australian states over the last four years,

creating a challenge in balancing its support and involvement among Aboriginal and Torres Strait Islander communities across all Australian states and territories (ICV, 2018).

Brand Value

As outlined in Figure 14, the core values and characteristics of the ICV brand are based on its fundamental vision of self-determination whereby “Aboriginal and Torres Strait Islander people are recognised and celebrated for our culture and our contribution to Australia and societies around the world” (ICV, 2018, p. 2). When compared to ICV Annual Reports in previous years, the 2017-18 Annual Report includes a revised core value set to incorporate the element of Reciprocity, which describes the features of genuine exchange of knowledge for the mutual gain of all internal and external ICV stakeholders (ICV, 2018):

VALUES	BEHAVIOURS
Trust	At all times ICV staff and volunteers engage with First Nations peoples with honesty, integrity and trust.
Reciprocity	We strive for a genuine exchange of knowledge and recognise the ongoing mutual gain that occurs between our people, staff, volunteers and stakeholders in the course of carrying out our work.
Learning	ICV staff and volunteers look, listen and learn from First Nations peoples to understand their wishes and support them to achieve their goals.
Accountability	ICV staff and volunteers are accountable in all they do and strive to develop open, reciprocal, equal partnerships with our peoples.
Diversity	We acknowledge and celebrate the strength, longevity and diversity of our many cultures and languages. We value an Australia where all peoples share the same rights, respect and opportunities.
Quality	In partnership with, and at the invitation of First Nations peoples, ICV develops high-quality, efficient and effective activities and volunteer programs to achieve the best and most sustainable outcomes.

Figure 14: ICV core values (ICV, 2018).

These core values govern all ICV interactions with its internal and external stakeholders to ensure that the development of its business and community models is balanced and reflected by its core values. The most integral value to ICV’s brand relates to the evaluation phase of projects, which outlines the impact of ICV’s work in partnership with community (K. Farrell, personal communication, Dec 24, 2019).

Brand Assets

Brand assets refer to the key factors of an organisation which make its brand distinctive from other competing brands (Fahy and Jobber, 2015). The ICV organisation is unique as an Australian First Nations’ non-profit organisation, and this is demonstrated by comparing aspects of its organisational model to similar organisations. For instance, ICV’s skilled-volunteer base, which operates similarly to consultancy agencies, is unrivalled amongst other consultancy firms in terms of ICV’s

ability and record of overseeing the work of voluntary consultants to empower First Nations' people.

Alternative Australian and international volunteer organisations (e.g. Australian Volunteers International [AVI], World Vision) provide some targeted volunteer support to Aboriginal and Torres Strait Islander people, albeit not the core focus. Other Aboriginal and Torres Strait Islander community development programs are run by government councils and programs, however is state- or region-specific and run on different service delivery models. Perhaps the closest Australian non-profit organisation which aligns with ICV's core brand asset is Jawun, an organisation which supports the empowerment of First Nations' people development. However, this service delivery is facilitated through the official or formal transfer of public and corporate employees to community organisations, and places an emphasis on networking.

Additionally, ICV's pillar of community development include three additional assets which are unfounded in Jawun's service delivery model, and these relate to ICV's emphasis on building a stronger culture and country, it's attention to health programs, as well as its recently prevalent pillar which specifically targets governance and leadership empowerment (ICV, 2018). ICV's commitment to building a stronger culture and country is particularly relevant to identifying ICV's core and distinctive asset. This is because ICV's skilled-based volunteers as well as donor base in the general public distinguishes it from any other brand who work alongside Aboriginal and Torres Strait Islander communities, and these are crucial stakeholders to ensuring wider Australian society, not just corporate or government spaces, are included into the vision of recognising, celebrating and supporting Australian's First Nations people communities.

ICV's core assets may also be interpreted in terms of its intellectual capital, or "the possession of knowledge, applied experience, ... customer relationships and professional skills that provide ... a competitive edge in the market" (Edvinsson & Malone, 1997, p. 44). As ICV is a non-profit organisation, assessing its intellectual capital can assist in establishing its core assets that can be subsequently translated into a value proposition for its various stakeholders. The following overview of ICV's intellectual capital is based on Kong's (2008) categorisation of human capital, structured capital and relational capital:

1. **Human capital:** consists of the experience, skills, knowledge and talents of the employees within an organisation. ICV have indicated their existing staff have been historically loyal, despite low turnover rates (T. Layton, personal communication, Dec 4, 2019).
2. **Structural capital:** is formed from the learning and knowledge enacted in day-to-day activities. It can include items such as ICV's publications (i.e. Stepping Stones), donor databases, organisational vision, workplace culture and logo.
3. **Relational capital:** refers to an organisation's relationships and perception with its external stakeholders. It is important because it acts as a multiplying element creating value for the organisation by connecting human capital and structural capital with other external stakeholders (Ordóñez de Pablos, 2004). For ICV, this includes its existing and previous

relationships with Aboriginal and Torres Strait Islander communities, as well as their past and existing relationships with government agencies.

Brand Personality

A brand's personality may be understood in terms of its character, as well as its association to other entities, such as well-known people or celebrities, animals, icons, objects and symbols (Fahy & Jobber, 2015). The character of the ICV brand may be described in terms of its 'strengths-based' personality. This hopeful and positive personality is based not only on recognising the strengths of Aboriginal and Torres Strait Islander people, communities and culture, but also its capacity for establishing connections and 'meeting places' between communities and public donors, volunteers, and corporate and government partners. In many ways, this character is visually conceived through ICV's new logo, inspired by an artwork made by Gillawarra Arts, which reflects the communities, connections and pathways for all stakeholders on the ICV journey, in addition to the symbolic connection to country and nature (i.e. land, sea and sky).

Brand Reflection

This final brand strength element relates to self-identity (Fahy & Jobber, 2015), and specifically, how ICV customer and stakeholders perceive themselves as a result of being a part of the ICV journey. The elements within the Brand Personality element are directly relevant to this aspect of the brand strength framework since they are translated to ICV stakeholders in a way that ultimately determines the perception of themselves as service users, facilitators or supporters. With regards to volunteers, donors and corporate and government partners, ICV's Brand Personality as a leader in the First Nation people space is perhaps the strongest element that relates to their self-identity; given that ICV is engaged in a pioneering practice of leading a service delivery approach based on mutual collaboration and empowerment, then donors, partners, volunteers and staff members are inevitably articulating their own vision of achieving the relevant and effective steps for a reconciliation through their engagement with ICV.

Communities, on the other hand, present a unique understanding of ICV's Brand Reflection. The historic colonial outlook of service delivery to Aboriginal and Torres Strait Islander people has traditionally followed a 'command-and-control' style of governance whereby community-related decisions were determined by authorities with little-to-no experience, knowledge or understanding of the community culture; this approach undoubtedly undermined the self-identity of communities, and thus, ICV's refreshing approach is not only part of a new thought-wave which challenges the way services are traditionally delivered to or at communities, but is done in a way where communities are at the forefront of the governance and leadership process and working with organisations. In this way, First Nation people communities who invite ICV to partake in their development journey are inevitably reinforcing their capacity to grow and become creators of their own positive change, and this crucial aspect of self-identity is perhaps one of the most important elements of ICV's brand association for communities engaged with the ICV journey.

Summary

Table 6 on the following page provides an overview of ICV's brand strength according to the Fahy and Jobber (2015) framework.

Table 6: An overview of the ICV's brand strength according to the Fahy and Jobber (2015) framework.

Brand domain	<p>A varied and diverse target market:</p> <ul style="list-style-type: none"> • First Nation people communities (urban, rural, remote) • Public donors (Australian, international) • Corporate sectors (Australian, international) • Australian government sectors • Skill-based volunteers (varied, selective markets).
Brand heritage	<ul style="list-style-type: none"> • Volunteer-based organisation • Conceived during Abbot government • 20-year operational history • Working with Australian communities • Passionate and committed donors.
Brand value	<ul style="list-style-type: none"> • Impact: the impact ICV has working in partnership with communities, determined largely by project evaluation. • Recognising and celebration Aboriginal and Torres Strait Islander culture • Reciprocity: a connection and collaborative organisation • Empowerment: community-led and run service areas • Diversity: acknowledgment and understanding of community diversity, varied skill-based volunteers.
Brand assets	<ul style="list-style-type: none"> • Over 2,500 community projects executed in Australia in the last ten years • Long-term (~1.5 years) and trusting relationships with communities • A skill-based pool of 650 volunteers • Committed public donors • Emphasis on building community capacity for governance and leadership • Stakeholder diversity, particularly public donors who are part of the community development journey, which is otherwise absent in existing NGOs.
Brand personality	<ul style="list-style-type: none"> • Strengths-based personality • Hopeful, positive and collaborative • Appreciation and acknowledgment of country • 'Thought and change leader' in how communities receive service support. • Government-endorsed.
Brand reflection	<ul style="list-style-type: none"> • Partners, donors, staff, volunteers: part of genuine and empowering reconciliation • Communities: decision-makers, empowered and leaders.

Marketing Framework

This section of the report focuses on the marketing principles, theories and frameworks which are required for developing and implementing a marketing strategy. A standard and accepted definition of marketing is provided below, and is considered to be a broad principle that applies equally to not-for-profit organisations, such as ICV:

“Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large” (American Marketing Association, 2017, para. 2).

According to Fahy and Jobber (2015), the objective of marketing is to fulfil and exceed the customer’s needs and expectations better than the competition. This implies a focus on customer satisfaction above all other metrics (Fahy & Jobber, 2015).

In the previous sub-section regarding ICV’s Brand Strength, the main determinants of ICV’s brand positioning in the marketplace was discussed. In terms of a strategy to establish and inculcate the new brandmark into the future, relevant brand marketing theory must be considered.

In this context, it is important to note that there is a difference between the organisation’s brand and its name and brandmark (or logo). The Brand Transition Plan (c.a. 2019) establishes that the organisation is not changing any of its fundamental brand characteristics (as described in the previous section), only introducing a new name and logo (brandmark) to better express this inherent character.

Market Segmentation, Targeting, Differentiation and Positioning

Marketing planning is an extension of business planning (Armstrong, Adam, Denize, Volkov, & Kotler, 2018). The marketing strategy is based upon delivering the organisation’s business strategy. One of the first decisions an organisation must make is how to target its marketing. Organisations with significant marketing resources can consider a ‘mass marketing’ approach, where it is assumed broad appeal to customers will yield better results. A more efficient use of marketing resources is to refine strategies around key target market segments, or groups, and as a consequence, targeted or differentiated marketing has become increasingly prevalent among organisations (Gilligan & Wilson, 2009).

Targeted marketing requires knowledge of an organisation’s customer base, and may be drawn from market research, in addition to previous business relationships. Markets are commonly segmented according to four categories:

- **Behavioural** - what benefits do our customers want and how do they use our product or service?

- **Demographic** - what are the ages, ethnicity, and cultural backgrounds of customers?
- **Geographic** - where are our customers located?
- **Psychographic** - what do our customers think about and value - what's important to them?

In terms of ICV, it is important to establish the definition of its organisation's customers. It is clear that the ICV purpose is to serve Aboriginal and Torres Strait Islander communities. In marketing theory, these communities and the people living within them may be considered as the core consumers of ICV's services. However, market theorists such as Armstrong et al., (2018) draw a distinction between *consumers* and *customers*, and argue that oftentimes organisations actually do business with customers who act on behalf of end-consumers of products or services. Hence, if First Nation communities are considered as the key party who contract ICV's services, then they indeed become the *customer*, simultaneous to being the *consumer* of the same services. As noted in the Stakeholder section above, it could be argued that other stakeholders who enable delivery of the services, and thereby customer satisfaction, are also customers. In this context, government agencies, donors and volunteers could all be viewed as customers in the marketing sense. Bruce (1995) breaks down not-for-profit customers into two groups: *end* customers (or beneficiaries) and *supporter* customers (or intermediaries). Each sub-group requires a differentiated marketing approach.

In order to strategise the marketing for each of the customer market segments, it is helpful to create "personas", or profiles, of each sub-group. Marketing data specialists have created systems, such as MOSAIC and ACORN, to categorise individuals and households according to different profiles (Fahy & Jobber, 2015). The Brand Transition Plan (c.a. 2019) has addressed key messages to different market segments according to an interpretation of their characteristics, particularly demographic and psychographic. The ongoing marketing strategy would benefit from further articulation of the customers' defining characteristics.

Approaches to Marketing Strategy

The aim of marketing is to deliver value to customers, which in turn translates into the value of the firm as it develops a reliable customer base and increases its sales and profitability (Armstrong et al., 2018). Although ICV is a not-for-profit organisation, this principle still applies, as it is key to the ICV strategy to ensure it delivers value to its customers (i.e. communities) and remains financially sustainable in order to continue to deliver its purpose in the long-term.

The development of a marketing strategy for any organisation, whether it offers products or services, rests largely on establishing the *value proposition* to its customers. The value proposition is a succinct statement of the specific value a product or service provides to a target market, showing why the product or service is superior to competing offers and why the customer should buy it, or why the firm should hire a person (Armstrong et al., 2018).

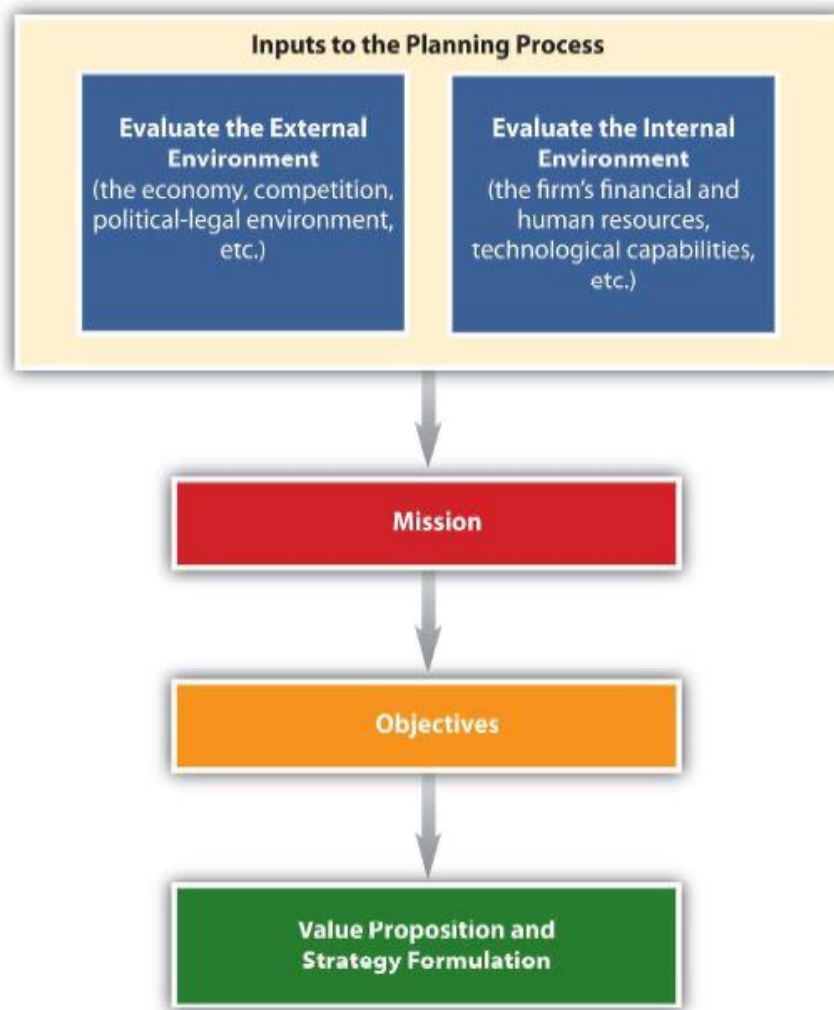


Figure 15: Value Proposition Process (Armstrong et al., 2018).

As illustrated in Figure 15, the value proposition derives from the organisation's strategic vision and objectives, which in turn are formulated in response to the external environment (as detailed on page 34) and the understanding of ICV's internal resources and capabilities (see page 32).

The ICV Brand Transition Plan (c.a. 2019) notes that the core messages of the brand values are:

- That the organisation has 20 years of experience working with First Nations communities;
- That it supports First Nations' self-determination; and
- That it works to assist First Nations communities to achieve their own development goals.

These core messages represent part of the value proposition offered by ICV to its customers. Certain elements of the organisation's value offer are not overtly expressed in outward facing ICV documents, but have been noted in client meetings (T. Layton, personal communication, December 4, 2019). A particular

point of difference from other service providers to First Nations communities is the rigorous independent impact evaluation undertaken on their projects. For key marketing audiences such as government and donors, this objective assessment of the benefits of their services could represent a key element of the organisation's value proposition. In his Golden Circle model, Simon Sinek (2019) describes the core value proposition as the 'why' or fundamental purpose of the organisation. In the case of ICV, the rebranding is an effort to realign the name and imagery of the organisation with its 'why', which is to help First Nations communities to achieve self-determination and realise their own goals (ICV, 2019). A differentiated marketing strategy (Fahy & Jobber, 2015) would take account of the relative importance of different aspects of the value proposition to different market segments.

Finally, a relevant consideration in developing a marketing plan is to establish its objectives, which Loredana (2017) captures through the Ansoff Matrix in Figure 16 below:



Figure 16: Ansoff Matrix of a Marketing Plan (Loredana, 2017).

The Ansoff matrix assists organisations to determine how to focus their marketing efforts to optimise their resources. Given that ICV is not intending to change its services or operational approach, nor to diversify its core market, the focus of its marketing strategy should be concentrated on the *Market Penetration* quadrant of the matrix (Loredana, 2017). In this quadrant, the marketing strategy is aimed at reinforcing the brand with existing customers and those of the same market segment. It focuses on refining and improving existing services, rather than diversifying products. With this clear targeted focus, the marketing strategy can deliver optimal return on investment. ICV has noted its tentative expansion into

Papua New Guinea and interest in exploring community development projects in Timor Leste (K. Farrel, personal communication, October 29, 2019). These represent opportunities in the *Market Development* sector.

Detailed recommendations regarding strategies for penetrating new markets will be given in the final chapter of this report. The objectives of the marketing strategy should reflect business strategy objectives and be SMART, i.e. Specific, Measurable, Achievable, Realistic and Time-specific (Fahy & Jobber, 2015).

A second, but significant, aspect of a marketing strategy relates to the marketing mix, which is the set of controllable tactical marketing tools chosen to produce the response the business wants in the target market (Armstrong et al, 2018). The increasingly broad range of possibilities are traditionally grouped into four categories, called the four P's of marketing: product, price, place and promotion. These categories have been developed with traditional product marketing in mind and apply in a slightly different way in not-for-profit service delivery organisations. For example, ICV's 'product' is the service it provides to communities, which has been carefully defined as part of its brand and is outlined in its Community Development Framework (ICV, 2019a). In terms of price, ICV does not charge communities for its services, but rather these costs are built into the funding model with government and fundraising efforts.

Promotion refers to the platforms or channels used for communication. Since the growth of internet communication, there is a broader range of communication channels available for consideration by organisations into their promotional mix. These include advertising, promotion, publicity, sponsorship, direct marketing, digital marketing and personal selling (Fahy & Jobber, 2015). There are many considerations as to the most appropriate forms of promotion to use at different points of the marketing plan. Armstrong et al. (2018) provide an outline of these factors in Figure 17.

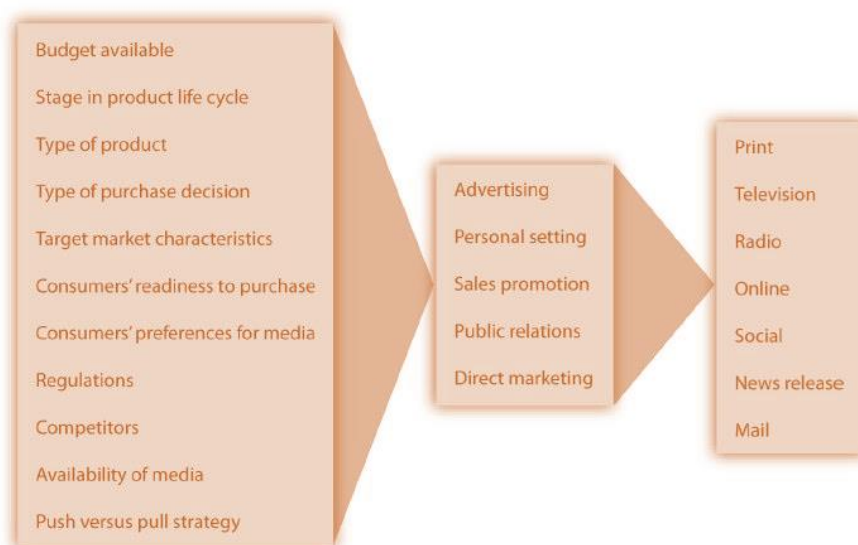


Figure 17: Factors of a Marketing Plan (Armstrong et al., 2018).

The first group of factors to be considered when developing a marketing strategy are the range of elements which define its scope and focus, from which a promotional or marketing mix can be proposed, which in turn is refined into the individual channels or platforms as specified. Ultimately, this provides an integrated marketing communications plan, which can be executed and evaluated (Fahy & Jobber, 2015).

Keller (2016) highlights the breadth of possibilities for businesses to draw upon in developing an integrated marketing communications program and offers a structured approach to assessing the relative value of the various marketing platforms to different objectives. He offers “choice criteria” (Keller, 2016) to enable a tailored suite of IMCs to be developed. These criteria are: coverage, cost, contribution, commonality, complementarity, cross-effects and conformability. In developing the marketing plan for ICV, the proposed marketing mix can be assessed against these criteria. The most immediately evident is the cost criterion, which ICV established as a key consideration in its RFS brief (DGBS & ICV, 2019).

In more recent times, three more P’s have been added to marketing strategies: People, Processes and Physical Evidence. These additional elements are particularly relevant to services marketing, because of the close interaction between frontline service employees (or volunteers) and customers (Armstrong et al, 2018). The seven P’s of services marketing are illustrated in Figure 18.



Figure 18: The Seven P’s of Services Marketing (Armstrong et al, 2018).

Creating an Uncontested Market Space

ICV provides services in the community development sector which is also serviced by many other organisations which could be seen as *competitors*. In marketing theory, Porter's (1998) Five Forces Model in Figure 19 illustrates the need for organisations to be aware of the elements which combine to determine the competitive position of the product or service in the marketplace:

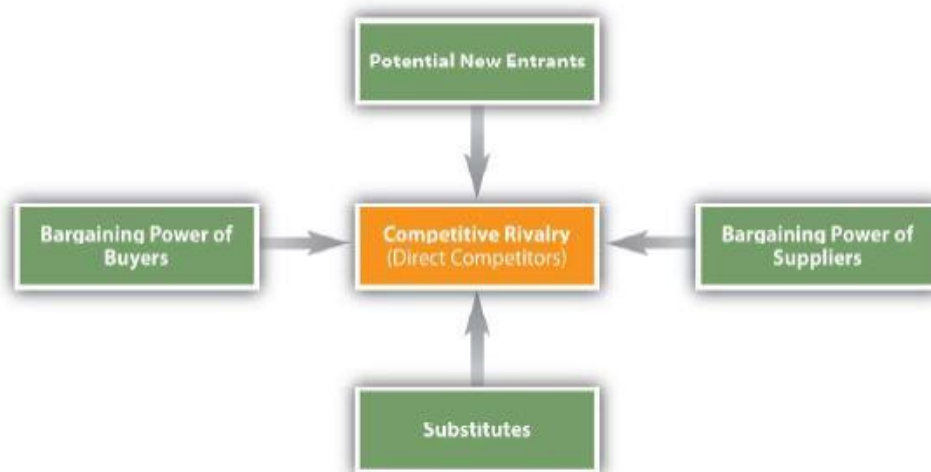


Figure 19: Porter's (1988) Five Forces Model.

Given the number of Aboriginal and Torres Strait Islander communities across Australia and the challenges they face in terms of social and geographical disadvantage, it may be argued that the competitive rivalry, as cited by Porter (1988), is different in this sector than in other sectors.

In fact, it may be more appropriate to view this sector as a *blue ocean* sector, as defined by Kim and Mauborgne (2005). Blue ocean sectors are defined as industries where no boundaries have yet been established to limit the marketplace, in contradistinction to *red ocean* industries where competition is increasingly bloodthirsty (Kim & Mauborgne, 2005). Given ICV's Community Development Framework is an innovative approach to service delivery in Aboriginal and Torres Strait Islander communities, it may be characterised as creating a new marketplace in the not-for-profit industry, which operates in contrast to traditional service delivery models, which typically impose service delivery projects in Aboriginal and Torres Strait Islander communities. In their *Four Actions Framework* model, Kim and Mauborgne (2005) demonstrate how an organisation can create a new value curve by presenting their products (or services) in a distinct way from other providers in their sector (see Figure 20 on the following page).

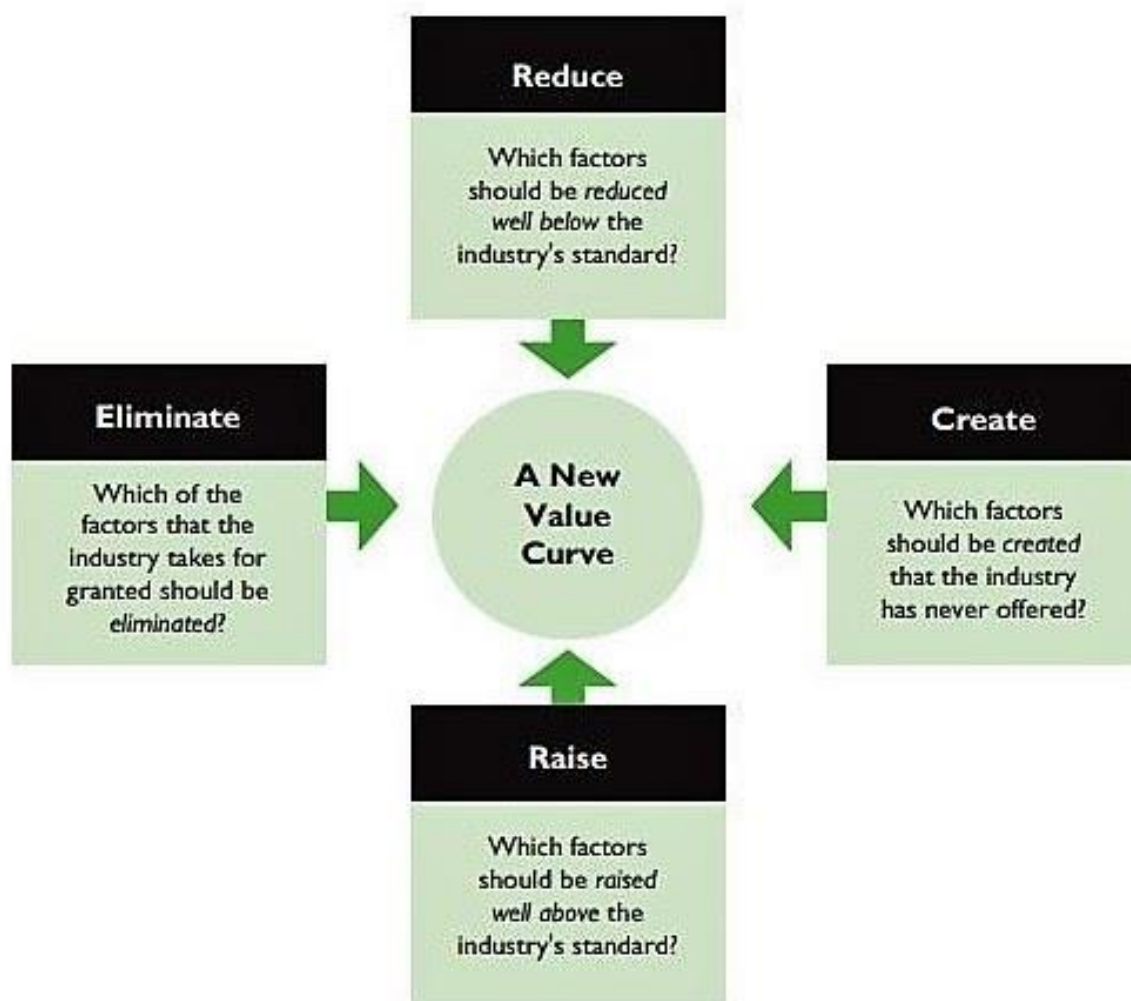


Figure 20: The Four Actions Framework (Kim & Mauborgne, 2005).

Nevertheless, it is important for ICV's products (i.e. services) to be clearly defined to ensure they have a well-established place in this market and this constitutes part of the key recommendations in 3.2 Brand Awareness Plan on page 68.

Customer-based Brand Equity

Bin Latif, Islam and Mdnoor (2014) outline an actionable framework for building brand awareness, noting that brand building should be associated with organisational processes and bring the comprehensive knowledge about brands to the consumers through organisational awareness programs. They cite the following programs as useful to consider for brand marketing: brand positioning, sponsorship, event marketing, sports marketing, advertising and integrated marketing communications (Bin Latif et al., 2014).

In setting goals for brand marketing, Bin Latif et al., (2014) recommend considering the brand awareness levels with target audiences (consumers), as set out in Aaker's (1991) awareness pyramid model in Figure 21 on the next page.



Figure 21: Aaker's (1991) Awareness Pyramid, as cited in Bin Latif et al., (2014).

One of the leading theorists on Brand Marketing, Kevin Keller, proposes a focus on brand equity from the perspective of the customer (Keller, 1993). Keller defines brand equity as "... the differential effect of brand knowledge on consumer response to the marketing of the brand" (Keller, 1993, p. 8). A brand is said to have positive (or negative) customer-based brand equity when consumers react more (or less) favourably to an element of the marketing mix for the brand, than to a non-branded marketing mix along the same lines (Keller, 1993).

Keller (2001) proposes the following four steps to building brand equity:

1. Establish the proper brand identity
2. Create the appropriate brand meaning
3. Elicit the right brand response
4. Forge appropriate brand relationships with customers.

The Brand Transition Plan (c.a. 2019d) adopted by ICV appears to provide such an approach to building brand awareness and understanding amongst its stakeholders. It is important that marketing efforts beyond the timeline in the Plan maintain a consistent approach to the brand in order to continue to build brand equity. A consideration of Keller's (2001) steps to brand equity is integrated in the Brand Awareness Plan on page 68.

3

Recommendations

The recommendations are centred upon deepening brand connections with CFD's existing stakeholders, developing new strategic opportunities outside Australia, covering a comprehensive brand awareness plan, including key messaging and marketing tactics, and consideration of an integrated marketing approach.



3.1 Market Penetration

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Marketing Strategy Report

The value proposition of this project is to contribute towards CFD's competitive advantage through a nuanced marketing approach.

This section outlines key recommendations to ultimately instil the new name into existing stakeholders' minds to ensure brand reputation and loyalty are not damaged through the name change, and to deepen connections with existing CFD stakeholders on return to business-as-usual, following the implementation of the new name and logo. Further, the recommendations are wholly centred upon enhancing CFD's digital presence and further integration of co-creation processes to involve communities in the marketing process.

Key recommendations

Recommendation 3.1.1

Reinforce the value of CFD through the development of a Community First Development Projects Facebook page. This should primarily target community stakeholders, include existing Aboriginal and Torres Strait Islander people involved in community development projects, and their family, whether living within the community or away. The purpose of the Projects Facebook site is to share information, progress, success and celebrations among community kin and family.

This may be complemented with the following strategies:

- the development of infographic messages and stories, including in the language of the community, where possible.
- develop oral stories from the infographics to share with community members who do not access digital social media.

Recommendation 3.1.2

Highlight the value of CFD to new acquisition donors following receipt of their first donation, through digital marketing.

Recommendation 3.1.3

Target messaging to younger customers in order to align themselves with the market donor profile.

Marketing tactics

Video Marketing

Video marketing has the power to generate attention to the CFD cause in a different way since visual mediums can evoke different emotional reactions regarding CFD's message and storytelling than words. Critically, if integrated more strongly into CFD's social media presence, it enables a greater value-add for CFD in terms of increasing its reach and power to the wider international community (see Section 2. Market development).

It is recommended that CFD consider reviving its YouTube channel, and consider integrating more frequent and consistent video content in their future marketing campaigns. When combined with a co-creation approach, whereby communities can be involved in the video content creation process, further value may be added

since customers are more closely engaged with communities on-the-ground, thus allowing users to physically see the real video footage of CFD's core work. For instance, this may include video footage of project launches, video blogs and footage of communities, volunteers and staff in action, subject to the sensitivities surrounding respective stakeholders. Further, YouTube videos are able to be integrated into the CFD website and social media platforms, such as Facebook, to ensure an increase in exposure.

Facebook

It is recommended that CFD enhances its social media presence through an increase in posts, including targeted posts. Facebook Ad tools allow CFD to incorporate specific messages for particular stakeholders through the demographic targeting of users, including geographic location and age. This also provides CFD with opportunities to apply appropriate tactics towards particular donor groups via donor segmentation modelling, which may take into consideration the following:

- By Gift Amount
- Recency, Frequency, and Monetary Value (the RFM model)
- Age
- Donor Type
- Donor Relationship Length
- Donor Preferred Communication Type ("How to Effectively Segment Your Donors and Audiences", 2019)

The increase in its public exposure can also complement existing lead generation techniques that are largely telecommunication-based. Additionally, Facebook Ads' free, analytical tools can assist CFD with gauging advertising effectiveness so that advertised posts can be adjusted based on previous trends and insights.

Finally, integrating social media features, including hashtags and tags, can assist in increasing CFD's exposure online. The hashtag has become an important aspect to digital interaction and allows people across different social media platforms to be brought together under the same idea that CFD promotes (for instance, #withourpeople or #newreconciliation). This may be complemented by tagging relevant community pages or relevant stakeholders (e.g. project volunteers, or community Facebook pages) to increase CFD's impact and reach. To assist with maintaining a regular stream of posts and content, it is further recommended for CFD to repurpose its existing media database of images and videos and integrate it with the key post-rebrand messaging.

Taking into consideration the name change will strengthen CFD's purpose statement of increasing focus on 'Community First', it is important to ensure that communities are included and engaged in the content and delivery of the messages that pertain to them. Enlisting community input and collaboration into content creation and delivery will also provide each community the opportunity to express their unique identity, thus empowering the community and highlighting CFD's goal or project within the specific community. This collaborative content can then be used on various platforms to target different stakeholder groups, and increase CFD's brand presence as an advocate and facilitator of Community Development.

Recently CFD have posted two co-creation stories on social platforms, featuring school children from the Kalkaringi community (CFD Facebook page, 2020). These are wonderful examples of co-creation and the videos have (collectively) been viewed over 1000 times in just one month. Indeed, social media is a key tool through which CFD can harness their role as advocates for community empowerment. CDOs are well placed to actively engage in social media with their communities, and with insight to cultural nuances, perhaps best placed to act as social media moderators. As co-creation has to be "organised, managed and facilitated" (Bhalla, 2016), CDOs can be the conduit between CFD and communities, to ensure the content is appropriate for multiple stakeholders. For instance, asking Communities, **Why have you decided this project is important to the development of your community?** may motivate communities to be involved in generating content regarding their project that can subsequently be used in social media marketing. By working with CDOs and communities, community/project specific content (such as photos and videos) can be utilised on various platforms, to speak to each stakeholder group. Some examples are provided below:

- Facebook: 15M monthly active users in Australia (David, 2019). Content can be shared on platform to CFD's followers (donors), with community groups tagged to share learnings from community to community and seed future projects. Content can also be included in paid advertising for donors. Other NGOs/Aboriginal and Torres Strait Islander groups can be tagged to generate broader awareness.
- Instagram: there are 9M monthly active users in Australia (David, 2019). Community generated photos/stories/videos can be shared on this platform to CFD's followers. Appropriate hashtags can be utilised to generate awareness and identify specific projects or communities, which can be linked to a Facebook page. For example, on ICV's Instagram post dated November 12, 2019, the following broad hashtags could be added to elevate the post:
 - #volunteers (1.1M posts in hashtag search)
 - #aboriginalaustralia (32.8K posts in hashtag search)

- #indigenoustralia (19.3K posts in hashtag search)

The following more granular hashtags could have been added to further identify the project:

- #wangkamaya (over 100 posts in hashtag search)
- #aboriginallanguage (over 500 posts in hashtag search)
- YouTube: CFD can host a page, but communities can maintain Channels within the page, highlighting their specific community goal (or project).
- LinkedIn: More specifically used to highlight CFD as an organisation to other NGOs/corporations, to drive awareness and foster potential future collaborations.

It is a strong recommendation that through all of the above, there is a link back to the CFD website, which can be a hub for all stakeholders to access for information and updates (including communities).



3.2 Brand Awareness

Broaden awareness and appreciation of the CFD brand.

The goal of this section of the marketing strategy is to broaden awareness and appreciation of the CFD brand so that the organisation's purpose can be achieved. This action addresses two of the organisation's strategic priorities: (1) to develop, demonstrate and promote our people and CFD's story of positive change; and, (2) build a robust and sustainable organisation (ICV, 2019).

It has also been stressed by CFD that the organisation does not wish to elevate its status relative to the communities it supports. However, it is not perceived to be a barrier in this instance given that the new brand mark and messaging recommended in this section has been developed specifically to reinforce the principle of 'Community First', and any subsequent success the organisation has is, by definition, a successful outcome for the communities. The fundamental objective of this strategic action is therefore to grow the awareness of the organisation and thereby increase demand for its services.

All Stakeholders

The following key recommended messaging approaches include communication to all stakeholder groups, in addition to segmented stakeholder profiles. This allows CFD to create a targeted or differentiated communications approach that can subsequently increase their marketing efficiency through stronger appeals, strengthened relationships and the creation of a more personalised brand experience for stakeholders.

As a starting point for capturing keywords that are consistently associated with the CFD brand, a word cloud was generated (refer to Figure 22) based on a total of 137,287 words from various ICV documentation, such as Annual Reports and the Community Development Framework. Exceptional words (e.g. Indigenous, ICV) were excluded to align with CFD messaging and core brand values.

Recommendation 3.2.1

Keywords associated with the CFD brand should be complemented with messages that reflect the core qualities of CFD's brand, including elements of its brand strength, and CFD's value proposition (see pp. 51-53). These key messages, including an integration of keywords as in Figure 22, are summarised in the infographic on the following page:

BRAND NARRATIVE

Post-rebrand messaging guide

20 YEARS OF SERVICE

Established in 2000, Community First Development has been operating for 20 years with Aboriginal and Torres Strait Islander communities across all Australian states and territories.

OVER 2,500 PROJECTS

Community First Development facilitates the implementation of community development projects between Aboriginal and Torres Strait Islander communities and skilled volunteers. The average project length is 1.5 years and reflects long-term, trusting relationships with communities.

WITH OUR PEOPLE

Aboriginal and/or Torres Strait Islander communities work with Community First Development in the long-term to self-improve their overall standard of living, including quality of life, equity and inclusion, health and wellbeing, and economic participation.

COMMUNITY DEVELOPMENT FRAMEWORK

Community First Development is a leader in innovative service delivery through their Community Development Framework model that is based on evidence-based practice and impact measures.

A TRUSTED AUSTRALIAN NGO*

*87% of donors trust Community First Development to do the right thing with the money they donate.

EMPOWERMENT

Australia's historic colonial outlook of service delivery to Aboriginal and Torres Strait Islander communities has followed a command-and-control style. Instead, Community First Development uses a strengths-based, empowerment approach through community-led and community-governed projects.

RECONCILIATION

At its heart, Community First Development recognises and celebrates the culture and contributions of First Nation peoples through genuine reconciliation efforts based on co-creation.



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CANBERRA

Figure 23: CFD Brand Narrative

Recommendation 3.2.2

The recommended messaging for CFD partners centres upon its service delivery model. This is a crucial element to CFD's value proposition since it closely aligns with the priorities of government agencies, and also promotes confidence in corporate and international partners as they measure the effectiveness and outcomes of service delivery programs. This messaging may be complemented with a focus on CFD's pillar of empowerment, which facilitates leadership and governance among Aboriginal and/or Torres Strait Islander people. A summary of targeted messaging for CFD partners are provided below.

- A. Community First Development's work is founded on evidence-based practice that empowers First Nation communities, through self-leadership and governance.
- B. Community First Development builds long-term relationships with Aboriginal and Torres Strait Islander communities.
- C. Community First Development operates on an innovative service delivery model informed by over 2,500 projects and two decades of work .
- D. Community First Development's Monitoring and Evaluation model evaluates, reviews and analyses project performance that demonstrates outcomes and informs future program planning, design and implementation.
- E. Community First Development has created a new benchmark in the evaluation of service impact to community-led development.

A key component of this message is emphasising CFD's *evidence-based practice* as it supports the priorities of Australian government agencies, particularly given the current data-driven climate in the government (Department of Social Services, 2019). These messages may be further elaborated using evidence-based data to further demonstrate the effectiveness of CFD's work. . This could include highlighting the components of the Community Development Framework (ICV, 2019a) that demonstrate evidence capabilities:

- 1. **Longitudinal monitoring:** baseline objective and indicators constitute KPIs for monitoring and performance evaluation.
- 2. **Community development database:** informed by independent research that captures long-term information regarding community profiles.
- 3. **Comparative analysis:** evaluation of project initiation and close to determine progress and impact.
- 4. **Evaluation:** quantitative and/or qualitative assessment of whether the service delivery processes were effective.
- 5. **Sharing:** dissemination of evaluation activities and project outputs is routinely practice, with careful consideration of data privacy.

For information on relevant tactics and channels accompanying these messages, refer to the marketing mix in Appendix A.

Recommendation 3.2.3

It is recommended CFD consider collaborating on the Department of Social Service's platform, Platform C (<https://platformc.org/>). Platform C is a first-of-its-kind online resource to enable the creation of large-scale social impact through collaboration around complex social issues and has recently been launched in partnership the Paul Ramsay Foundation, Dusseldorp Forum, The Australian Centre for Social Innovation and Clear Horizon and Collaboration for Impact (Platform C, n.d.). Platform C is a virtual hub that functions as a knowledge and learning platform and allows organisations, such as CFD, to access specialist tools and resources to support their social impact projects. Importantly, Platform C allows CFD to add their own project initiatives, which can be visualised in a hot spot map of Australia to allow others to find similar initiatives in nearby regions, track project progress and foster collaboration. Platform C is anticipated to grow over time to accelerate the merging practice in Australia of collaboration on complex social change (Platform C, n.d.), and provides an excellent opportunity for CFD to join the launch early in order to advocate projects and promote the social impact of its projects.

Volunteers

Recommendation 3.2.4

Volunteers play a key role in contributing towards the ongoing development of a robust and sustainable organisation through the provision of their professional expertise pro-bono. The following messaging examples aim to ensure volunteers continue to feel valued, and celebrated post the renaming:

- A. Community First Development volunteers are experienced professionals who collaborate with communities to make a difference.**

The aim of this messaging is to associate ongoing and consistent use of strength-based words when using the term volunteers in messaging: professionals, experts and highly-skilled.

- B. Our pool of highly-skilled volunteers support Community First Development with expertise when communities need it most.**

The aim of this messaging is to retain engagement of all volunteers, regardless of whether they are currently working on a project.

Recommendation 3.2.5

The previous key messages may be complemented with marketing tactics that reinforce the value of CFD volunteers through the development of a Community First Development Volunteers Facebook site, which may be used to share information, advice, progress and successes with their peers. This may include the development of infographic messages and stories to upload to the Community First Development Volunteers Facebook site.

Donors (Acquisition)

Recommendation 3.2.6

The recommended messaging around new donors centres upon relating core aspects of CFD that relate to donors' self-identity, in addition to emphasising CFD's brand value proposition.

A. Become a part of <Community>'s Story.

This messaging captures one major selling point of CFD which relates to its ability to create shared stories and experiences between communities and stakeholders.

B. Donate to an organisation that works with First Nations people, not to them.

CFD's service delivery model adopts a very different worldview with regards to its work with Aboriginal and Torres Strait Islander communities. This message also reflects the value proposition of the CFD organisation, which is also captured in its new motto: 'with our people, for our people'.

C. Join a fresh reconciliation movement and bring about positive change.

This key message appeals to all Australians, and particularly younger Australians, who are keen to have a better relationship with Aboriginal and Torres Strait Islander peoples. This ties closely to the findings covered in the Theoretical Framework section which indicated that the majority of young Australians have a strong desire to advance reconciliation since they believe the relationship between Indigenous and non-Indigenous Australians is important. Hence, the concept of a 'fresh reconciliation movement' through CFD's alternative service delivery model may resonate largely with the self-identity of younger audiences who are keen to become a part of new solutions to reconciliation processes based on genuine engagement and empowerment.

Donors (Existing)

Recommendation 3.2.7

This recommendation centres upon using existing knowledge regarding the attitudes and behaviours of CFD's donor base and incorporating them within the key messaging approach to this stakeholder group.

A. Support <Community> have greater ownership of their future by supporting them to empower themselves.

Based on the survey results discussed in page 32, many survey respondents believed that communities having greater ownership and responsibility for their own future was extremely important. Additionally, many donors flagged they felt it was important that communities be empowered to support themselves. By integrating the attitudes among CFD's existing donors into its messaging, CFD can ensure that their messaging approach appeals directly to the majority beliefs of its donor base.

Communities

First Nations communities are the key stakeholders to be addressed, which rests primarily upon communication approaches by Community Development Officers (CDOs). Consequently, CDOs are crucial to the success of CFD's messaging to community, and it is through the continued positive response to CDOs' work in communities that CFD's brand value grows.

Recommendation 3.2.8

Since the nature of community diversity makes it impossible to propose a unified messaging approach, instead the recommended communication strategy relates to ways in which CFD can develop strong relationships with communities through their CDOs, given that they are the primary point of contact with communities. Undoubtedly, strong communication between communities and CDOs requires transparency and authenticity, which also goes hand in hand with loyalty - in fact, loyalty is the pinnacle of brand equity (Keller, 2001) and is therefore the most valuable customer state. In order to build trust and loyalty with communities - and particularly Elders who are instrumental in building relationships with communities - it is important CDOs continually seek ways to align with communities' own values and beliefs, since this enhances a strong two-way communication, where both parties are giving of their attention and are able to listen. Two-way communication and engagement can be further enhanced by co-creation, as discussed earlier in 3.1 Market Penetration. This provides the perfect opportunity for CFD to materialise co-created content in order to deliver an effective

messaging approach that is reciprocal - a messaging approach that redirects co-created content back to communities, such as through marketing materials (e.g. branded t-shirts or phone-cases), or even a brand catalogue (see Table 7: Marketing Mix) with co-created messaging content that may be used to approach new communities. This messaging approach ultimately helps perpetuate a message of loyalty and commitment to communities, thus strengthening CFD's relationship with its most important stakeholder.

3.3 Market Development

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An international perspective.

In parallel with the recommendations in 3.1 Market Penetration, CFD has an opportunity to promote its brand and services to new markets, outside of Australia and the Torres Strait. In terms of the Ansoff matrix, which is used to define marketing focus, this represents the Market Development quadrant. In terms of CFD's strategic objectives, this action is aimed at the following strategic priorities:

- To develop, demonstrate and promote our people and CFD's story of positive change; and
- Build a robust and sustainable organisation (ICV, 2019).

CFD has already initiated collaboration in Papua New Guinea, creating connections with the National Volunteering Service (NVS) (ICV, 2019). This growing relationship offers opportunities for CFD to enhance and further promote its brand and unique service offer. Consistent with its “community first” principle, CFD has focused on collaborating with NVS in a partnership model, to share learning and insights into community development.

The opportunity created in PNG is best served by sharing the unique CFD approach to community development, as embodied in its Community Development Framework (ICV, n.d.), rather than directly offering services to communities in PNG. This partnership model could be further explored with other communities in the region, such as Timor Leste and the Pacific nations communities; or other First Nations communities in New Zealand, Canada and Scandinavia (CFD to determine their priority geographies/groups to engage).

CFD needs to consider what organisational resources (human and financial) can be allocated to pursue the opportunities presented by these new markets. A balance will need to be struck between the growth opportunities for the organisation (leading to greater sustainability) and the pressure on resourcing existing markets (i.e. the demand for support for Australian communities). Pricing of CFD’s services to these new markets must represent the true cost of servicing these partnerships as well as the opportunity cost of not being able to address demand in Australia. In other words, it is a valuable opportunity but needs to deliver a return on investment to the organisation to justify the effort.

CFD can initiate pursuing this market development by undertaking some market research to identify other organisations with a similar focus on First Nations communities in other parts of the world and with a similar *modus operandi*. Once those countries/regions have been identified, CFD could approach the Department of Foreign Affairs and the relevant Country/Regional desks in Canberra for assistance with brokering introductions to relevant Embassies/Consulates (DFAT Posts). Most posts will have already established relationships with organisations in-country that are linked to platforms and forums with a focus on vulnerable and marginalised groups; and/or those that promote indigenous/traditional knowledge.

New and emerging collaborations with International Partners may lead to Market Diversification as per the Ansoff matrix (see Figure 16 on page 55) for CFD. Strengthening the International pillar of CFD business could also lead to a diversification in funding/co-funding opportunities depending on the nature of the joint activities.

Recommendation 3.3.1

Explore new markets to strengthen international partnerships; share insights and lessons learned to enhance community development.

Recommended marketing tactics to consider for this strategy include:

- Undertake desktop research to identify international stakeholder groups aligned to CFD brand and unique service offer; and prioritise geographies/groups to engage.
- Engage with the Australian diplomatic network in Canberra and in countries/regions with First Nations initiatives.
- Engage with the Department of Foreign Affairs and Trade's *Australian Volunteers for International Development* program; and identify possible activities and initiatives with First Nations communities in DFAT's focus geographies that align with CFD.

3.4

Integrated Marketing Communications



Integrated marketing approaches are important for organisations with limited resources.

Given the diversity and interconnected nature of the recommendations, an integrated marketing communications approach is crucial for CFD to consider in order to roll out a market plan in a concerted way.

CFD's marketing plan should take into account the considerations, as described by Armstrong et al. (2018):

- The business challenge being addressed;
- The market which CFD operates in and relevant internal factors;
- The strategy being undertaken, including the communication channels and marketing mix proposed;
- The resources, human and financial, being assigned to its delivery; and,
- The process for evaluation and monitoring of its success.

Integrated Marketing Communications is increasingly seen as a key strategic management process that involves the interweaving of crossing traditional departmental boundaries, drawing upon the skills and resources of both specialists and non-specialists in communications (Luxton, Reid & Mavondo, 2015). This is especially important in small to medium organisations like CFD, where resources are limited and teams are highly specialised and focused on their particular subgroup of organisational stakeholders.

Recommendation 4.1

It is a final, key recommendation of this report that CFD adopt an Integrated Marketing Communications approach across the organisation with accountabilities linked into annual business plans, regular cross organisational liaison and reporting on progress and evaluation against goals. One serious consideration is whether a senior manager should be formally tasked with marketing and communications coordination with responsibility for reporting to the CFD Executive and Board. For instance, consider the social media graphic in Figure 24 on the following page, which is a small, but noteworthy example of how an CFD marketing task fundamentally requires an integrated approach: (1) liaison with CDOs to facilitate the receipt of co-created community content, (2) consolidation with marketing teams to ensure an integration of CFD's brand value proposition, (3) considering a targeted messaging approach from donor fundraising teams and (4) coordination with relevant staff members who manage CFD's social media.

Repurposing of existing media

Preference for content that has been co-created with communities.

Consistent brand messaging

With emphasis on ICV's value proposition.

Targeted brand messaging

Create an appeal to specific customer profiles, such as younger donors.



Social media friendly sizing

With preference for accompanying written post including hashtags.

Messaging Example



Figure 24: An integrated marketing approach via targeted social media advertising.

Finally, operationalising an integrated marketing approach provides the CFD business and marketing teams to undertake a regular SWOT analysis that would be useful tool to assist with determining CFD's long-term strategy. It is recommended that CFD conduct SWOT analysis on a regular basis, and ensure that it is a group activity involving not only the senior management team, but also staff at different hierarchical levels (Pickton & Wright, 1998). With key staff members across the organisation working together under an integrated marketing approach, including the execution of regular SWOT analyses, CFD can ensure the continual improvement in the quality of their marketing strategies, enhance a shared understanding of the organisation and provide opportunities for management development, and improvement in team working, communication and alignment.

Appendix A: Marketing Strategy Recommendations Summary

Reference	Stakeholder	Recommendations	Marketing Strategy	CFD Business Pillar	Brand Awareness Reference (Appendix B)
1.1	CFD Staff (Board Members, Management)	Revise internal CFD marketing operations through an integrated marketing approach.	Integration Marketing Communications	1. Development 2. Evaluation	2.5
1.2	Community Development Officers	Incorporate within internal CFD marketing operations.	1. Differentiated Messaging 2. International Market Development		
1.3	Volunteers	Instil the new name and logo into mind to ensure brand reputation and loyalty are not damaged.	Differentiated messaging		2.1
1.4	Communities	Reinforce the value of CFD through communications by CDOs.	1. Differentiated Messaging 2. International Market Development		2.2
1.5	Donors (new and acquisition)	1. Highlight the value of CFD to existing and new acquisition donors through digital marketing.	Differentiated messaging		2.3
1.6	Corporate Partners	Instil the new name and logo into mind to ensure brand reputation and loyalty are not damaged through the name change.	1. Differentiated Messaging 2. International Market Development	1. Development 2. Evaluation 3. Research	2.4
1.7	Government Partners				
1.8	International Partners	1. Identify international stakeholder groups aligned to CFD brand. 2. Engage with relevant peak bodies and networks, including in countries/regions with First Nations initiatives.			

Appendix B: Brand Awareness Summary

Reference	Stakeholder	Key Messaging	Marketing Tactics	Marketing Strategy Reference (Appendix A)
2.1	Volunteers	<ol style="list-style-type: none"> 1. Associate ongoing and consistent use of strength-based words when using the term volunteers (e.g. professionals, experts and highly-skilled) 2. Support the potential disenfranchisement of volunteers by emphasising and celebrating their value. 	<ol style="list-style-type: none"> 1. Increased and engagement via consistent social media posting, including hashtag/tag features. 2. Email notification 3. Consider the development of an online forum community for CFD volunteers. 	1.3
2.2	Communities	Enhanced two-way communication and engagement through co-creation	<ol style="list-style-type: none"> 1. Community First Development Projects Facebook site 2. A one-size-fits-all catalogue centred around CFD's pillars of community development, including an overview of the CFD heritage, brand and vision, community development pillars and successful project case studies. May be disseminated among existing communities working with CFD, in addition to cold marketing catalogues to new communities. 	1.4
2.3	Donors (New and Acquisition)	<ol style="list-style-type: none"> 1. New: capture CFD's selling point and appeal to concepts of fresh reconciliation approaches. 2. Acquisition: repurpose survey content in order to develop key messaging that appeals directly to the attitudes and beliefs of existing donors. 	<ol style="list-style-type: none"> 1. Video marketing 2. Targeted Facebook ads 3. Donor segmentation modelling 	1.5
2.4	Partners (government, corporate, international)	Emphasise CFD's evidence-based practice, their innovate service model based on measurable impact as well as long-term relationship building with communities and emphasis on empowerment, leadership and governance.	Increased engagement with peak bodies (e.g. Australian diplomatic network, DFAT's Australian Volunteers for International Development program) at government-based or government-supported exhibitions (e.g. NAIDOC ceremonies, conferences by IATSIS or The Lowitja Institute, AGSM Aboriginal & Torres Strait Islander Leadership Alumni	1.6 - 1.8

			Conference), as well as targeted conferences based on CFD pillars, such as the 2019 International Indigenous Nursing Research Summit and the Inaugural Indigenous Finance and Business conference (IFAB)). Consider joining the recently launched social impact platform, Platform C.	
2.5	CFD Board Members, Management and CDOs	N/A	<ol style="list-style-type: none">1. Increased engagement with peak bodies through word of mouth advocacy for increased brand visibility2. Internal advocacy workshops3. Regular cross organisational liaison and SWOT update.4. Brand catalogue	1.1 - 1.2

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