

Thrive Networks Brand DNA

FOR INTERNAL USE ONLY

VERSION 1.0

March 10, 2016

Developed by Advocate Creative

Introduction

Brand DNA

Your brand is the sum total of words, emotions, images and aesthetics that your target audiences thinks of when they think of you. Because your brand lives in them, it can't be controlled. It can, however, be built.

Brand building consists of:

- Target Audiences
- Brand Values & Experience
- Editorial Tone & Voice
- Key Messaging
- Storytelling Approach
- Visual Language

Target Audience

Thrive Networks has three target audiences (in order of priority):

1. Institutional Donors
2. High-Net-Worth Individuals
3. Small Donors

Your editorial tone & voice, storytelling approach, key messaging and visual language must connect with all three audiences. Yet, there will be instances where specific language, messaging and stories will be employed to connect with a specific target audience.

Target Audience

Institutional Donors



Tracy Bryant, 45

Target Audience #1: Institutional Donors

Age/Gender: 40s-50s/both

Professional Background: Expert economists, physicians, researchers, engineers, public health professionals

Location: DC, Seattle, London, Canberra, NYC, Bay Area

How Connected: Networking (introductions, conferences)

Key Concerns: Demonstrated measureable impact, efficiency, innovation, alignment with their internal priorities, organizational stability

Why Thrive Networks: Performance, scale, field capacity, other funders have previously supported

Audience Visualization



Target Audience

High-Net-Worth Individuals



Steve Rowe, 50

Target Audience #2: High-Net-Worth Individuals

Age/Gender: 40s-70s/both

Professional Background: VCs, finance, law, tech

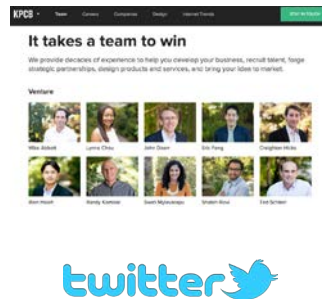
Location: Bay Area, NYC, LA, London

How Connected: Networking, warm introductions

Key Concerns: Effective use of finances, heart/justice, pet projects

Why Thrive: High leverage ratio (ROI), feeling of “discovering” a hot opportunity, emotional stories

Audience Visualization



Target Audience

Small Donors



Robyn Thorton, 36

Target Audience #3: Small Donors

Age/Gender: Varied

Profession: Varied

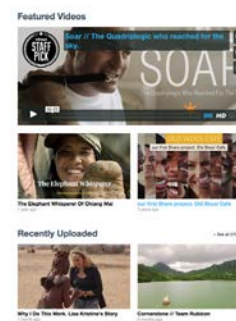
Location: U.S. city centers, Asia

How Connected: Knew the org as East Meets West, previous donor of Embrace or other merged organization

Key Concerns: Helping someone in poverty, tax deductions

Why Thrive: Emotional stories, local connection (if donors live in Bay Area)

Audience Visualization



Brand Values & Experience

Your brand values are the essence of your organization. They are who you are, how you work and how you communicate.

Rigorous

Academic / Expert / Meticulous / Comprehensive

Pioneering

Innovative / Cutting Edge / Front Line / Novel

High Performing

Results Oriented / Execution Focused / Determined / Accomplished

Your brand experience is the translation of your brand values into individual interactions.

Each interaction with the Thrive Networks will be:

- **Professional**
- **Leading**
- **Effective**

Editorial Tone & Voice

Thrive Networks' editorial tone and voice is a combination of Bill and Melinda Gate's Annual Letter and *Foreign Policy* magazine.

The Gates Foundation

Be approachable yet willing to go in-depth and use industry-specific terminology when necessary; be humble while not hiding your expert status; be optimistic and passionate yet remain focused on answering your audience's questions, meeting their needs and respecting their time

Foreign Policy

Call conventional wisdom into question; provoke, surprise, and present memorable information and rigorous analysis; connect the dots between a great injustice/intractable problem and Thrive Networks' work; use numbers (statistics, results) compellingly and definitively

Editorial Tone & Voice

Notes:

- Embrace will be highlighted in some situations because of its strong brand and donor base, yet de-emphasized overall when discussing Thrive Networks.
- East Meets West will be highlighted in some instances due to the legacy of the brand and the fact that Thrive's work is still known as East Meets West in much of Southeast Asia.
- The use of "Reach Global" and "Hands to Hearts" should be discontinued as they are no longer active entities.

Avoid	Use Instead
Repeatedly using "Thrive Networks" after establishing the organization	"Thrive Networks" for the first reference to the organization, then switch to "we," "our" or "Thrive"
Emphasizing Thrive's previous merger and acquisition strategy; terms like "innovation network", "social change", and "changing the nonprofit model"	Thrive's integrated, evidence-based programs: Thrive Health, Thrive Water and Thrive Education
Describing Thrive as a "social venture" or "charity"	"Development organization", "INGO" or "NGO"
"Third world"	"Low resource", "low income" or "developing countries" (for less technical audiences)
"Poorest of poor"	"Underserved populations", "rural poor" or "those living in poverty"
"Clients"	"Recipients" for Thrive Health and "beneficiaries" for Thrive Water
"Invest", "fund" or "give money"	"Donate" or "donation"
"Entities" or "collaborators"	"Partners" or "_____ partners" (international, local, implementing, government, etc.)
"Native born", "indigenous"	"Field staff"
Using the old tagline: "We help people move from survival to potential"	The new tagline: "Evidence-based international development at scale"
"Infant" as in infant mortality	"Neonatal" as in neonatal mortality

Key Messaging

Tagline

Evidence-based international development at scale

NOTES:

- “Evidence-based” is rare in the nonprofit space and connotes rigor, evaluation, and experience.
- “International” communicates where you work.
- “Development” communicates the type of work you do (i.e. not disaster relief) and implies who you work with (those in poverty).
- “At scale” communicates the scope of your work.

Organizational statement

Thrive Networks is an international NGO pioneering evidence-based programs and technologies in health, water and sanitation, and education for underserved populations in Asia and Africa.

Mission statement

To improve the health and well-being of underserved communities in Asia and Africa through evidence-based programs and technologies.

Beneficiaries

Underserved populations in Asia and Africa

Key Messaging

Stats

- Thrive Networks currently works in 8 countries: Afghanistan, Cambodia, India, Laos, Myanmar, Philippines, Uganda and Vietnam.
- In 2015, Thrive Networks' health, water and sanitation, and education programs benefited more than 345,000 people living in poverty. That number will more than double in 2016 to 890,000 people.
- Since 1988, Thrive Network's programs have benefited more than 3.36MM people around the world.

Why Thrive Networks?

- *Comprehensive Intervention Design*
We identify innovative technological and operational ideas, implement programs employing these innovations, carefully measure the performance of these programs, scale them when appropriate and disseminate our learnings to key institutional actors.
- *Evidence-Based*
We rigorously evaluate each action, participate in RCTs and academic research, and employ third-party M&E to determine what works best.
- *Locally led / Partnership Focused*
Our work is locally-led and in partnership with governments, NGOs and local organizations.
- *Operate at Scale*
We operate at scale across multiple geographies with more than 890,000 benefiting from our programs.
- *Professional Program Execution*
Our field staff are extraordinary performers, managing ambitious and complex programs, consistently meeting performance targets at or below budget.
- *Bay Area's Largest International NGO Working in Health, Water and Education*
Founded 28 years ago by a Vietnamese woman who fled to the United States after the Vietnam war, Thrive Networks (formerly East Meets West Foundation) was established and has proudly resided in the Bay Area.

Key Messaging

What We Do

- **Innovate:** Develop innovative technological and operational ideas.
- **Implement:** Implement programs employing these innovations.
- **Measure:** Carefully measure the performance of these programs.
- **Scale:** Scale successful programs.
- **Disseminate:** Document and disseminate successes – and highlight obstacles – to key institutional actors (governments, donors, investors, academic institutions).

How We Do It

- **Recruit High Caliber Staff:** attract, develop, and retain capable, high performing field and international personnel.
- **Build Strategic Partnerships:** engage public and private sector partners for implementation purposes, and research/evaluation partners for third party evaluation purposes.
- **Prioritize Performance Excellence:** emphasize operations (financial viability, supporting activities and structures, hardware maintenance)
- **Employ Leverage:** execute programs that catalyze local investment, whether from beneficiaries, the local private sector, or governments.

Primary Near-term Performance Goals

- **WASH:** By 2018, Thrive Water seeks to convince the Vietnamese, Cambodian, and Lao governments to adopt output-based aid (OBA) as a policy for delivering WASH services to the underserved. In addition, it aims to generate robust evidence for the potential synergies to mass deworming of school deworming offered by hygiene education.
- **Health:** By 2018, Thrive Health aims to treat 750,000 babies across eight countries: Afghanistan, India, Kenya, Myanmar, Philippines, Tanzania, Uganda, Vietnam. In addition, it aims for these governments to adopt the newborn health program and integrate it into the existing health system.

Storytelling Approach

Storytelling is a vital component of Thrive Networks' communications. How those stories are told makes all the difference.

Thrive Networks' storytelling approach will:

- Connect with target audiences.
- Translate brand values into your brand experience.
- Employ the editorial tone & voice.
- Include key messaging (where appropriate).
- Include direct quotes from recipients, partners, and Thrive Network's staff.

The meta story arc for Thrive Network's stories will:

- Paint a vivid picture of a recipient's life before Thrive Networks (where she lives, what challenges she faces, what her family situation is, what her average day looks like, etc.).
- Clearly articulate a recipient's need and the urgency to meet it.
- Describe how she first encountered Thrive Networks and her initial impressions of the organization.
- Demonstrate how Thrive Networks' evidence-based programs and/or technologies met her need.
- Enumerate the ways that her life has changed, then cast a statistically informed vision for her future.

This meta story arc does not need to be in the same order each time, nor does each story need to feature all the above elements, but complete stories should strive to include as many of the above points as possible.

Visual Language

Aesthetic Attributes

The visual language needs to present a distinct, recognizable look and feel that unifies the Thrive Networks brand as a single entity.

An organization's look is defined by strategic use of color, typography and graphics. An organization's feel is the emotional sum of those parts. The emotional feel of Thrive Networks will be aligned with its **brand values: rigorous, pioneering and high performing.**

To advance these brand values, the visual language must speak with more authority. We want to appeal to the business acumen and scholarship of our target audiences by demonstrating Thrive's expertise while maintaining a sense of approachability.

We will accomplish this with design decisions made in line with the brand experiences: professional, leading and effective. These attributes are the foundation for all stylistic choices presented here.

Visual Language

Typography: Primary

Gotham will be maintained as Thrive Networks' primary typeface. Gotham is a sans serif typeface with the inherent ability to speak with professionalism and authority in a contemporary voice. It is an incredibly functional workhorse that works equally well at both display and body sizes.

Primary Font - Gotham

Gotham Book is shown here. All weights of the Gotham family can be used.

ABCDEFGHIJKLMN
OPQRSTUVWXYZ
abcdefghijklmn
opqrstuvwxyz
1234567890!\$%&#

abcdefghijklm
opqrstuvwxyz
abcdefghijklmn
opqrstuvwxyz
1234567890!\$%&#

*ABCDEFGHIJKLMN
OPQRSTUVWXYZ
abcdefghijklmn
opqrstuvwxyz
1234567890!\$%&#*

*abcdefghijklmn
opqrstuvwxyz
abcdefghijklmn
opqrstuvwxyz
1234567890!\$%&#*

Visual Language

Typography: Secondary

Freight Text Pro will be used as a secondary typeface to provide emphasis for headlines, callouts, captions, etc. Freight is a serif typeface that will temper Gotham's cool contemporary appeal with a more scholarly aesthetic. The two perfectly complement one another.

Primary Font - Freight Text Pro

Freight Text Pro Book is shown here. All weights of the Freight family can be used.

ABCDEFGHIJKLMN

OPQRSTUVWXYZ

abcdefghijklmn

opqrstuvwxyz

1234567890!\$%&#

ABCDEFGHIJKLMN

OPQRSTUVWXYZ

abcdefghijklmn

opqrstuvwxyz

1234567890!\$%&#

abcdefghijklm

opqrstuvwxyz

abcdefghijklmn

opqrstuvwxyz

1234567890!\$%&#

abcdefghijklmn

opqrstuvwxyz

abcdefghijklmn

opqrstuvwxyz

1234567890!\$%&#

Visual Language

Typography: Alternates

Gotham and Freight require paid licenses to use. In the event that these fonts are unavailable, Lato and Merriweather are free fonts that can be used as substitutions. These fonts can be downloaded from the Google font directory at google.com/fonts.

Alternate Primary - Lato

ABCDEFGHIJKLMN
OPQRSTUVWXYZ
abcdefghijklmn
opqrstuvwxyz
1234567890!\$%&#

*ABCDEFGHIJKLMN
OPQRSTUVWXYZ
abcdefghijklmn
opqrstuvwxyz
1234567890!\$%&#*

Alternate Secondary - Merriweather

ABCDEFGHIJKLM
OPQRSTUVWXYZ
abcdefghijklmn
opqrstuvwxyz
1234567890!\$%&#

*ABCDEFGHIJKLMN
OPQRSTUVWXYZ
abcdefghijklmn
opqrstuvwxyz
1234567890!\$%&#*

Combinations of serif & sans serif with upper & lowercase letters look professional and approachable.

Example of intro text nibh sem tortor natoque penatibus et magnis dis parturient montes, nascetur ridiculus mus. Duis mollis, est non commodo luctus, nisi erat porttitor ligula, eget lacinia odio sem.

EXAMPLE OF SECONDARY HEADINGS

Body text sample morbi leo risus, porta ac consectetur ac, vestibulum at eros. Etiam porta sem malesuada magna mollis euismod. Cras justo odio, dapibus ac facilisis in, egestas eget quam. Donec sed odio dui. Praesent commodo cursus magna, vel scelerisque nisl consectetur et. Maecenas faucibus mollis interdum. Integer posuere erat a ante venenatis dapibus posuere velit aliquet.

Vestibulum id ligula porta felis euismod semper. Donec ullamcorper nulla non metus auctor fringilla. Vivamus sagittis lacus vel augue laoreet rutrum faucibus dolor auctor.

Visual Language

Photography

Compelling photography is essential to communicating the stories behind Thrive Networks. The photographic approach should be more photojournalistic (see *National Geographic*, *Boston Globe*, *New York Times Magazine*) and not over stylized.

Photos should feel like snapshots—authentic moments captured in time. Subjects should look like they are caught in action rather than posed. Color should be true to life, vibrant and crisp.

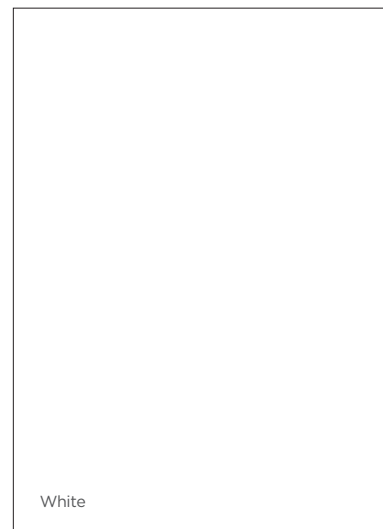


Visual Language

Color

Each program area will be color coded with a primary color. The complete Thrive Networks palette will feature all three colors in combination with neutral grays, white and accent colors. Color should come mainly from the photography on the page. Backgrounds should be limited to white and subtle tints of gray or color. Full color floods should be used sparsely and strategically for impact.

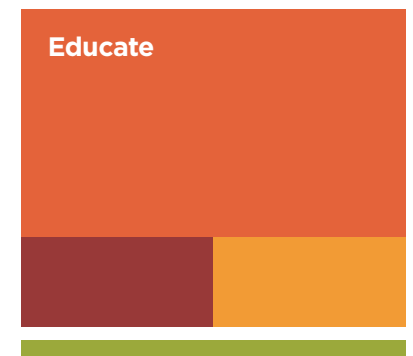
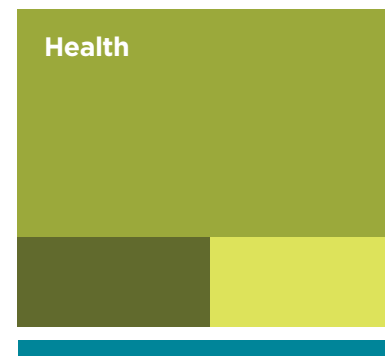
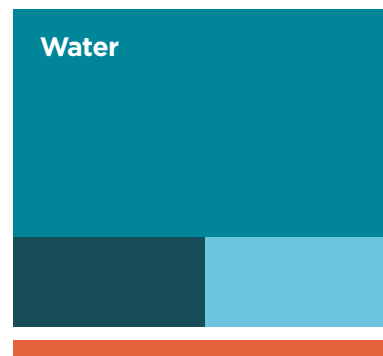
Primary Palette



Accent colors





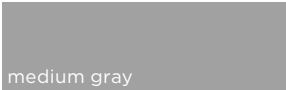
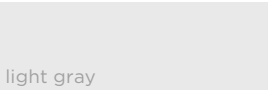





Program Indicator Colors



Visual Language

Color Formulas

Primary Palette

											
black	dark gray	medium gray	light gray								
C 100 M 0 Y 0 K 0	R 0 G 0 B 0	#000000	C 5 M 8 Y 8 K 80	R 82 G 79 B 80	#524f4f PMS 425C	C 3 M 4 Y 4 K 40	R 161 G 160 B 161	#a09fa0 PMS 422C	C 1 M 1 Y 1 K 8	R 231 G 230 B 231	#e6e6e6 PMS 663C
											
accent yellow			accent red			teal	green	orange			
C 10 M 20 Y 95 K 0	R 233 G 195 B 44	#e8c32b PMS 129C	C 5 M 90 Y 75 K 0	R 228 G 65 B 69	#e44045 PMS 1797C						

Program Indicator Colors

Water

	C 100 R 0 #008598 M 10 G 133 PMS 7712C Y 29 B 153 K 20
	C 96 R 7 #074e59 M 56 G 78 PMS 7476C Y 51 B 89 K 32
	C 50 R 109 #6cc4db M 0 G 196 PMS 630C Y 7 B 220 K 5
	accent color = orange

Health

	C 45 R 156 #9ca93b M 22 G 169 PMS 7746C Y 100 B 59 K 0
	C 60 R 97 #616a2d M 41 G 106 PMS 371C Y 100 B 46 K 26
	C 16 R 222 #dee45b M 0 G 228 PMS 379C Y 79 B 92 K 0
	accent color = teal

Educate

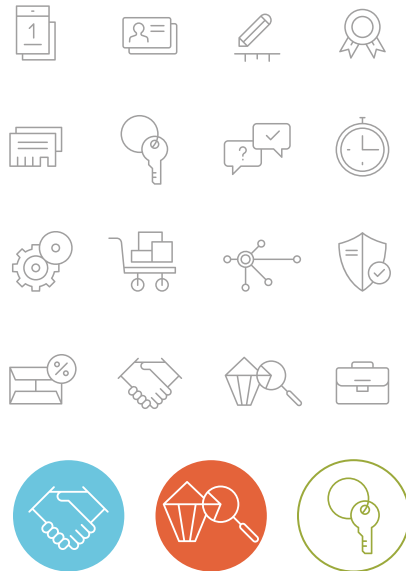
	C 7 R 227 #e2633b M 75 G 100 PMS 7579C Y 85 B 59 K 0
	C 25 R 152 #983a38 M 85 G 59 PMS 492C Y 75 B 56 K 25
	C 3 R 241 #f09b35 M 45 G 155 PMS 7569C Y 90 B 53 K 0
	accent color = green

Visual Language

Graphics

Supporting graphics should be limited to linear, single weight illustrations—either used in isolation or placed inside geometric shapes. Filled silhouettes can also be used if the application merits. Thick and thin rules should be used to divide information. Areas of color should be solid as opposed to gradient. Linear patterns can also be used as backgrounds to add interest.

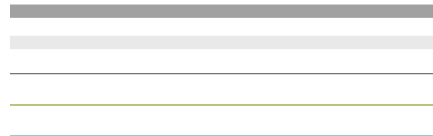
Single weight illustrations



Filled silhouettes



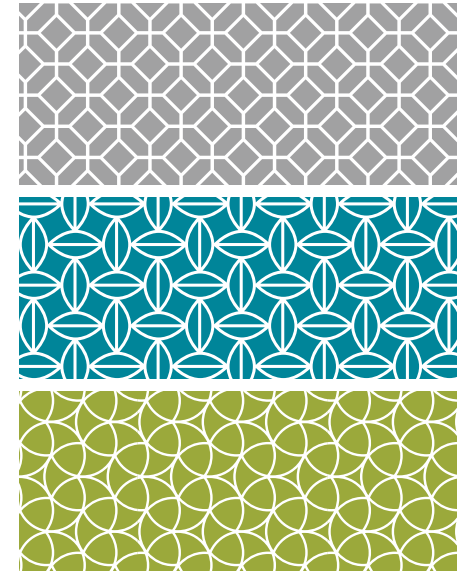
Thick & Thin Rules



Solid Colors



Linear Patterns



Visual Language

Application Example

The Thrive Health one-pager provides a visual example of how the proposed typography, color palette, graphics and photographic approach would look when applied.



HEALTH

THRIVE NETWORKS

Evidence-Based International Development at Scale

THRIVE HEALTH, a newborn health program of 'Thrive Networks,' improves healthcare in low-resource settings through innovation, capacity development and research to help vulnerable newborns survive and thrive.

DISTINCTIVES

- Treated approximately 450,000 newborns in more than 350 hospitals across 14 countries since 2003
- Focus on improving hospital-based newborn care in low-income countries
- Work closely with Ministries of Health and leading national neonatologists to train clinicians
- Develop low-cost technologies and integrate devices into a country's health system to bring them to scale
- Rigorous evaluation and research resulting in numerous papers published in peer review journals: *BMC Pediatrics*; *Journal of Pediatrics*; *Maternal Health, Neonatology*; and *Perinatology*; and *NeoReview*.

* Thrive Networks' newborn health program was previously called "Breath of Life"

WHERE WE WORK

Priority Countries

India, Philippines, Uganda

Ongoing Programs

Afghanistan (Khyber Pakhtunkhwa), Myanmar, Vietnam

Completed Programs

Cameroon, Laos, Timor-Leste

KEY GOALS BY 2018

750,000 Newborns Treated, 15,000 Health Staff Engaged, 85,000 Families Educated


4,300 Clinicians Trained, 640 Hospitals Equipped


Strategic Framework

WHAT WE DO	HOW WE DO IT
INVEST IN INNOVATION <ul style="list-style-type: none"> Develop low-cost technologies for resource-limited settings and ensure they reach target facilities Support Medical Technology Transfer Services (MTTS) in Vietnam to design and manufacture appropriate technologies Integrate devices into a country's health system and bring them to scale 	IMPROVE NEWBORN CARE <ul style="list-style-type: none"> Work closely with Ministries of Health and leading national neonatologists to train clinicians Provide equipment, maintenance support, coaching, and monitoring and evaluation Educate families on newborn care while their baby is in hospital
COLLABORATE WITH PARTNERS <ul style="list-style-type: none"> Partner with design firms, medical technology companies and NGOs to develop, test and manufacture neonatal technologies 	<ul style="list-style-type: none"> Work with Ministries of Health, leading national clinicians and hospital administrators to integrate technologies into existing health systems Engage volunteer neonatologists, pediatricians and nurses to support our programs

Thrive Health's Family of Medical Devices

The following technologies address the multiple challenges that hospitals in low-resource environments face in reducing newborn mortality and morbidity.





Embrace infant warmer to treat hypothermia

Radiant warmer to treat hypothermia

CPAP (Continuous Positive Airway Pressure) machine to treat respiratory distress

Fidelity LED phototherapy to treat newborn jaundice

Infection control to create a sterile and safe newborn care unit

2017 Dolphin CPAP improves ability to treat respiratory distress

Program Spotlight: CPAP



In Vietnam, the lack of an appropriate CPAP (Continuous Positive Airway Pressure) device with locally-available consumables was a key barrier to effective treatment of respiratory distress among premature, low birth weight babies. In 2004, Thrive Networks collaborated with Medical Technology Transfer Services (MTTS), a local social enterprise, the National Hospital of Pediatrics in Vietnam and leading national clinicians to design and produce a locally-appropriate CPAP device.

After a successful 12 months pilot program at the National Hospital, where 24-hour mortality from respiratory distress syndrome was reduced by 75% after the introduction of the device (Ringer, 2008), the model was rolled out by Thrive Networks and its partners to all National, Provincial and Referral District Hospitals in the country, with intensive training, national protocols, continuous follow up and coaching. It has become the standard CPAP treatment for the whole country.

With funding from the Wellcome Trust, we are now developing an improved CPAP device for the Indian market (see 2017 Dolphin CPAP photo above), which has one of the highest burdens of neonatal mortality. The device will include compatibility with battery and solar energy and fewer consumables. We expect to have the device ready for market in May 2017.

"Before Thrive Health introduced CPAP and LED Phototherapy to Myanmar, many babies could not get proper treatment and would either get sick or die. Because of Thrive Networks, we are now able to treat very low birthweight babies and avoid many exchange transfusions for jaundice. They are experts and really understand our challenges here."

-NANT SAN SAN AYE
Clinical Professor of Neonatology
Central Women's Hospital, Yangon

FUNDERS / PARTNERS

design that matters, Embrace, GE, unicef, USAID, wellcome trust

Leadership

Sarah K. Chynoweth, Ph.D.
Vice President, Thrive Health

Sarah is an international relief and development professional with 15 years' experience in global health, sexual and reproductive health, gender-based violence and human rights. She has a PhD in Global Health from the University of New South Wales and an MA in Human Rights from Columbia University.

Established February 2006
Thrive Networks is a 501(c)(3) nonprofit organization. EIN 35-0510095

Thrive Networks is honored to have received Charity Navigator's highest rating—4 stars—for the seventh consecutive year.

Thrive Networks is an international NGO pioneering evidence-based programs and technologies in health, water and sanitation, and education for underserved populations in Asia and Africa.

thrivenetworks.org health@thrivenetworks.org 101 Telegraph Ave. Suite 1420 Oakland, CA 94612 (510) 763-7045