



*Helping families put together  
what's best for our children*

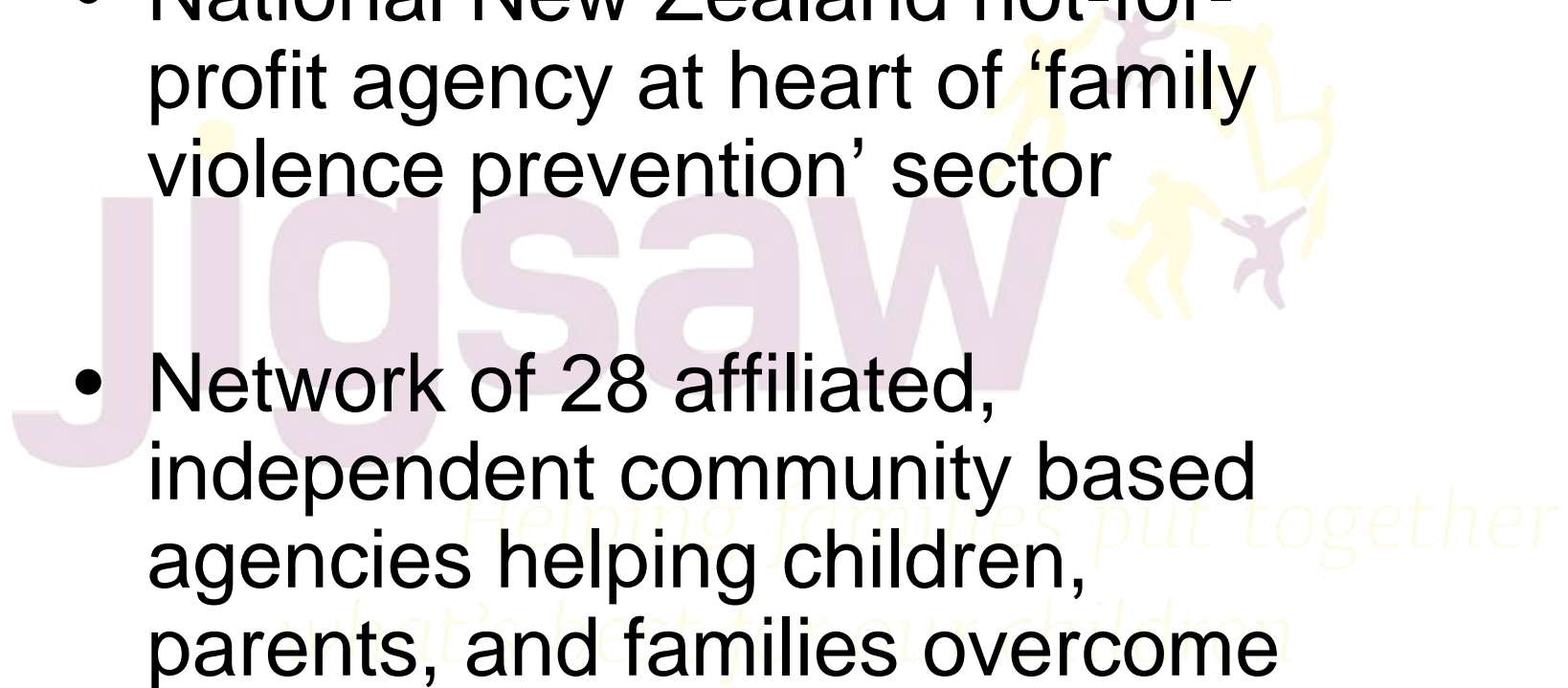
**From 'child abuse prevention' to 'helping families put together what's best for their children'**

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# What is Jigsaw?

- National New Zealand not-for-profit agency at heart of 'family violence prevention' sector
- Network of 28 affiliated, independent community based agencies helping children, parents, and families overcome family violence, become safe and flourish



- Nationally Jigsaw holds ‘child and family’ focus for all government and NGO lead strategic policy and service development initiatives
- National office leads social action campaigns and develops resources that support families to flourish and children to thrive



Spark the  
**DREAM**  
within

Fireman  
Nathan,  
climbing  
the ladder  
*(the young fireman  
with attitude)*

**jigsaw**  
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# Focus for this presentation

**‘Taking a social marketing approach’**

**Successfully achieving strategic organisational transformation from within**



## **Why did we want to change our name from Child Abuse Prevention Services (known as CAPS NZ)?**

At that time CAPS NZ was surrounded by many other agencies with similar sounding names, paradoxically conjuring up images of the harmful behaviour within families that we were all seeking to prevent.

We needed a name that was distinctive and projected our identity effectively

- New Zealanders over-exposed to repetitive media stories about child abuse.
- Many people disillusioned, turning off, felt there was little they could do to help.
- We needed a name and brand that engaged people with hope and possibility rather than shame and fear.

## Two core elements were essential to achieving buy-in for organisational change

- Demonstrating the **benefit** for children and families **and** for our member agencies
- Acknowledging that for some there might be perceived **losses** (disrespect of legacy from past) and **fears** (we might stop focusing on protecting children)

**So how did we use social marketing approaches, principles and theory to engage our with the proposed name and brand change?**

# Working with the customer triangle



# Who was at the heart of our customer triangle?

Our primary customers for this change strategy were internal – our **member agencies who were the members of the incorporate society** needed to support the change in brand and give their collective legal mandate at a **Special General Meeting**

**We started by segmenting our membership audience, marketing the change first with agencies represented on the Board (as elected representatives of the wider membership) who then, once engaged, championed the change across the wider membership**

## **Working with the idea of EXCHANGE –**

If our member agencies were to vote for change, they needed to see a **direct and useful relationship** between the daily reality of the children and families they worked with and the new name and brand of their national organisation.

**They needed to gain the INSIGHT that exchanging one name and brand for another would positively increase their national organisation's value and influence for member agencies and for children and families**

# What were the key steps in engaging our members?

- Being clear about the benefits (opportunities – influence, social action)
- Being clear that our organisational purpose hadn't changed (managing fears)
- Engaging the Board (as the member's elected representatives) so that they mandated the change process and had a key role as champions for change

# What was our 'marketing mix'?

- understanding our membership and respecting them as the experts on their own work and communities
- communicating with them in ways that matched their values and language (community based social service agencies)
- communicating with Maori and non Maori audiences in ways that made sense from their world view

## Some of the other key marketing elements

- acknowledging valuable legacy of past;
- regular phone conversations with member agency managers;
- e-mails and newsletters with key messages;
- local and regional discussion forums to explore opportunities and worries;
- engaging natural allies as champions (Maori agencies working from holistic framework; strength based practitioners)

## How did we manage 'the competition'

The main **competition to our messages** came from the immediately distracting local issues our members faced

- heavy workloads
- limited capacity and lack of time
- lack of funds to deliver services
- risky client situations

## **We managed the competition by -**

Helping find solutions to their most pressing local needs

Engaging them with the potential benefits – what we could all achieve through a more positive brand

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Communicating in brief easy ways that they found supportive and enjoyable

# Achieving the desired behaviour

- Jigsaw members voted unanimously to adopt the new name and brand in May 2006
- Jigsaw's re-branding was formally launched at Parliament by the Minister of Social Development on 30 June 2006



# Results of the brand change

- Substantial increase in size of Jigsaw network
- Positive brand attracts Maori agencies
- Increased national influence and profile
- Social change campaigns and resources valued
- Organisational sustainability (funders and sponsors like the positive brand)
- Positive response from all members in recent membership satisfaction survey

# **A recent comment from one of our member agencies**

**‘Jigsaw is a unique service at a national level and this is role modeled by the relationships of the board, management and staff. This has huge implications reflected to member agencies and wider communities.**

**Our hopes and dreams for Jigsaw are that it continues all the positive work already done’**



**Thank you for coming to hear our  
presentation**

**Jigsaw**

**[www.jigsaw.org.nz](http://www.jigsaw.org.nz)**

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