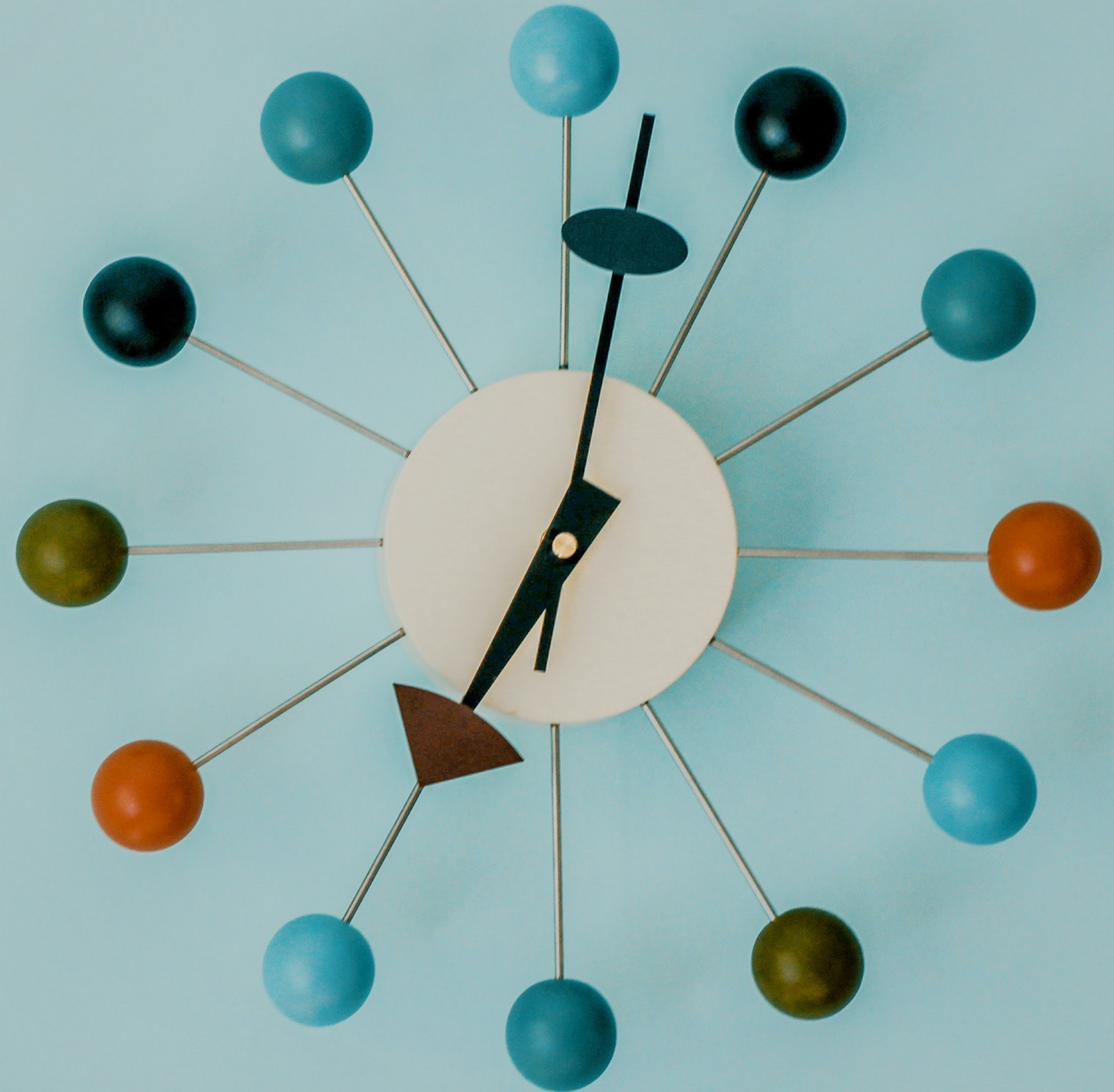


MassChallenge

Messaging Framework PRIMER

July 2025



Contents



- 1 Workshop Agenda
- 2 Quick Review of Where We're Headed
- 3 Next Steps

Workshop Agenda



- 1 Quick Review of Where We're Headed
- 2 Research Highlights
- 3 Framework Iteration
- 4 Next steps



Where We're Headed



AUTHENTICITY



WHY

What change do
you want to see
in the world?

1



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Why the World
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Vision

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HOW

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UNDERSTANDING

Who You Can
Help and How
Audience

WHO

Who are your
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What You
Bring to the
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What You Do
Exactly & How

WHAT

What, specifically,
do you do and
how do you meet
their needs (and
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WHY THE WHY MATTERS

The **Why** speaks to your organization's soul. Why are you here? Why do you care and why should anyone else?



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HOW IT'S APPLIED

- ▶ Serves as the big picture reminder of the work's importance
- ▶ Not necessarily used externally
- ▶ Completes the sentence, "We believe our work is important because..."



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SAMPLES

- ▶ By starting and ending with people, we can work creatively to confidently solve tax challenges.
- ▶ By promoting and fighting for better primary care we will improve the quality of life for people around the world.
- ▶ Victims of child abuse can heal with everyone's help.
- ▶ We believe that solutions to the most tenacious corporate challenges come from continuous curiosity.



EMOTION

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The **Brand Personality** includes the unspoken messages and the emotional layers that bring power to your words.



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- ▶ Gives the brand a personality
- ▶ Informs all creative decisions, from visual identity to copywriting
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TAX STRATEGY AND TAX TECHNOLOGY FIRM

Pragmatic. We are not chained to process over practicality. Instead, we apply the law logically, not literally.

Creative. In our constantly changing world filled with infinite options, finding new and inventive ways to solve problems is our imperative.

Perceptive. We see what's there, even when others do not, enabling us to work knowledgeably, intelligently, and efficiently.

Charismatic. Taxes may seem to revolve around numbers, but it's the people and their careers behind them who matter, which is why relationships mean more to us than profits.



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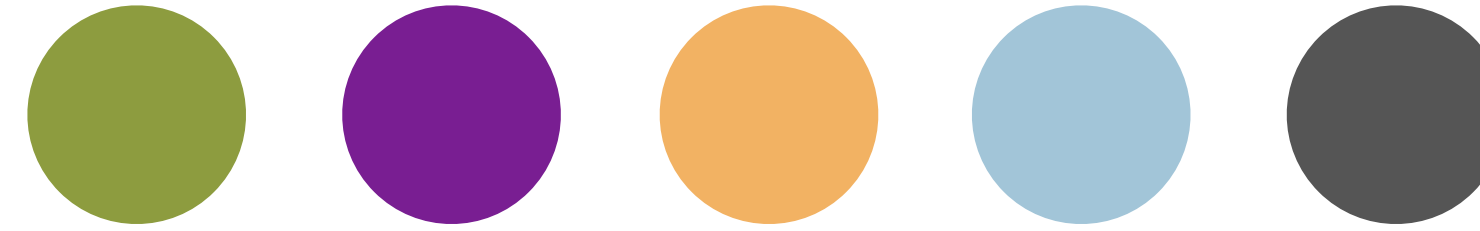
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OUTPUT



We understand. There's something about the topic of taxes that can make even the most seasoned professionals feel overwhelmed from time to time. We think that's unfortunate. We're GAGNONtax, and we love what we do: solving the challenges tax professionals face – past, present, and future – through our highly-skilled professional services and expertly-created technology.





UNDERSTANDING



WHO

Who are your audiences and what do they need and want to feel?

3

WHY THE AUDIENCE MATTERS

You're not right for everyone, and everyone's not right for you. It's important to get clear on who.

Once done, each audience's need and wants are important to understand.



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BOUTIQUE CONSULTING FIRM

- ▶ Sold to CEOs, Executive Directors, other members of leadership teams
- ▶ Prospects typically have challenges they unsuccessfully tried to solve themselves
- ▶ Frustrated and defeated, they look for outside resources.
- ▶ **NEED:** Management consulting
- ▶ **WANT:** Validation



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Problems rarely have one cause. Most are the culmination of a series of well-intended, rational decisions that, over time, have come together to create a challenging situation.

Those series events are impossible to spot from the inside. You need fresh sets of eyes who are genuinely curious about where you are today and the path that led you here. In fact, we're curious about everything! (It's pretty much a prerequisite for the job.) We believe

this continual curiosity is the key to thoughtfully unearthing the challenges our mission-driven clients face.



DIFFERENTIATION

**What You
Bring to the
World**
What You Do
Exactly & How

WHAT

What, specifically,
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how do you meet
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WHY THE WHAT MATTERS

The **What & How** differentiate you from all the other options people have.

The **What** declares how you meet needs and wants.

HOW IT'S APPLIED

- ▶ Serves as the the foundation for all messaging
- ▶ Definitely externally facing

SAMPLE

- ▶ We create medicines to treat cancer's toughest tumors and preserve life through a better standard of care.
- ▶ We prepare and guide people through life's biggest transitions.
- ▶ We deploy no-nonsense, enterprise-wide technology that frees humans from drudgery so they can work on what they do best.
- ▶ Leaders rely on us for strategic guidance, unique perspectives, and unexpected links between industries, ideas, and people.



DIFFERENTIATION



WHAT

What, specifically, do you do and how do you meet their needs (and wants)?

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WHY THE HOWS MATTER

- ▶ Helps keep an organization focused on what they do best and is needed most
- ▶ Creates the structure, inspiration, and core components for messages:
 - ▶ Elevator pitches
 - ▶ Website content and navigation
 - ▶ Overall story



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QUOTED

The HOWs have given me the permission to say NO!

—Former CEO, Massachusetts LGBT Chamber of Commerce



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The **Massachusetts LGBT Chamber of Commerce** cultivates inclusive relationships that propel economic growth and social equity throughout the Commonwealth.

SAMPLE HOWS

1. **Networking:** Fostering meaningful connections
2. **Education:** Guiding members
3. **Research:** Understanding and acting upon the key factors



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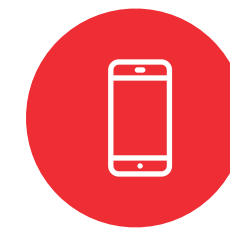
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ALL TOGETHER

The Massachusetts LGBT Chamber of Commerce cultivates inclusive relationships that propel economic growth and social equity throughout the Commonwealth. We do that by fostering meaningful connections throughout business, education, and government sectors, guiding members on their journeys to economic prosperity, and understanding and acting upon the key factors impacting LGBTQ+ financial well-being.



Next Steps



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douglasspencer



spencerbrenneman.com

Therapy
isn't