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# A CHANGE OF IMAGE<sup>\*</sup>

This activity is similar to *A warm welcome* which deals with the rebranding of a transnational corporation. If time allows it would be possible to combine both activities by either running one after the other, or splitting the group in two and have each consider one case study.

## Aim

- ◆ To explore how branding can influence perceptions of an organisation.

## Outcome

- ◆ Participants will gain an understanding of methods used to construct corporate identity.

## What you need

Copies of **Actionpages: *The Spastics Society*** 1 and 2 and *Scope for change*.  
Colour versions of the pages with logos can be downloaded from the Baby Milk Action website ([www.babymilkaction.org/spin](http://www.babymilkaction.org/spin)).

## What you do

- ▷ Explain that branding – logotypes (logos), livery etc – are an important element of corporate identity. These often change to maintain an up-to-date image or to signal a change in corporate direction.
- ▷ Ask if they can think of recent examples of rebranding, eg Barclays Bank, British Airways.
- ▷ They will look at a real case study to explore the process of repositioning an organisation.
- ▷ Divide participants into pairs. Hand out **Actionpage: *The Spastics Society*** 1 Pairs should read the brief first, and then choose the five names which best fit the brief.

## Whole group discussion

- ◆ What were the most important criteria in the brief?
- ◆ What messages did you get from the name ‘The Spastics Society’ and its logo?
- ◆ Do you agree that the organisation needed to change its identity? Why?
- ◆ What differences were there between the names on the shortlist? Go through the list and try to decide which were descriptive, associative or free-standing.
- ◆ What difference is there in the message conveyed by CP Now, rather than Cerebral Palsy Now, or Action CP, rather than Cerebral Palsy Action?
- ▷ Handout the **Actionpage: *The Spastic Society*** 2 Ask participants to analyse the logos.
- ◆ Is there any consensus in the group about the logo which best fits the brief?
- ◆ Does anyone know which logo was selected? (E)
- ◆ Do you respond more favourably to the Scope identity or The Spastics Society identity?
- ▷ Handout the **Actionpage: *Scope for change***, which provides background information to the rebranding process. Give participants time to read it.
- ◆ Do you think a charity such as Scope needs to maintain a positive brand identity?
- ◆ Can you think of other charities or pressure groups which have a strong brand identity?
- ◆ Which brands (charity or commercial) do you trust most? Why?
- ◆ Which of the names/logos which were not chosen do you think would also fit the brief?
- ◆ How have the designers developed their ideas?

## Key ideas

- ◆ Organisations often change their corporate image – typeface used on communications, logo, shop environment, staff uniforms etc – often spending millions in the process.

\* material for this case study kindly provided by Scope

- ◆ These can be fairly minor changes in response to fashion, eg interior design, but can also accompany a major repositioning of an organisation because of changes in the market place or negative public perceptions.
- ◆ The brand has become an important asset to an organisation – a brand with positive associations will be able to command better prices, be able to introduce new products into the marketplace, eg supermarkets offering financial services, and recover more quickly from a crisis. Despite recent bad publicity Microsoft and Marlboro remain among the world's most valuable brands, according to Interbrand's Annual Survey.
- ◆ For many successful corporations the brand has become the product – advertising and PR focuses less on the qualities of the product, and more on the 'personality' of the image – Disney=wholesome family values, Nike=youthful cool, Starbucks=caring for people, Microsoft=freedom, Body Shop=shop for a better world, Pepsi=youthfulness, AppleMac=be different/creative. Brands have become an integral part of consumer culture, and the means by which corporations draw in willing customers – and maintain their market share.
- ◆ Rebranding is a long and often expensive process. BP Amoco spent almost £4.5m on their new identity, excluding the implementation of the new design. Branding consultants, often part of larger corporate communications companies, work in collaboration with an organisation's own communications department – devising the brief and setting criteria for choosing a new identity, producing a list of possible names and reducing that to a shortlist, testing consumer responses, producing alternative designs for the final choice.
- ◆ The Spastic Society's identity brief was taken from actual documents used during the rebranding process. Consumer testing revealed that: the prefix 'the' sounded arrogant and exclusive; 'society' felt exclusive and clubby; although some people thought 'association' was more accessible and welcoming, others found it too bureaucratic. The Trustees felt that the identity should focus on the person rather than the disability and chose Scope.
- ◆ Charities such as Scope and Oxfam need to maintain a positive brand image just like commercial businesses. They are in competition for donations from the public and also use sophisticated marketing and PR techniques – celebrity publicity events, press releases, strategic use of T-shirts with logo during TV interviews.
- ◆ Responses to rebranding can be variable. British Airways' attempt to create a more global image with 'ethnic' designs on its planes has not been well received. Scope has succeeded in shedding the negative associations of its previous incarnation, while achieving high levels of public recognition.

## Follow-up

- ◆ The activity *A warm welcome* looks at the rebranding of a major TNC, BP Amoco.
- ◆ **Appendix 1: PR for beginner** looks at the public relations industry in greater detail.
- ◆ Look up the Interbrand website to get a clearer idea of the role of branding consultants and more case studies of rebranding household names ([www.interbrand.com](http://www.interbrand.com)).
- ◆ The Adbusters website has examples of 'uncommercials' which subvert well known brands ([www.adbusters.org/main/index.html](http://www.adbusters.org/main/index.html)).
- ◆ Rebrand an organisation you know, eg school – write an identity brief, consider whether a new name is necessary, produce a shortlist with ideas for visuals, test consumer responses.



Example of 'uncommercial' used in the 'McLibel' campaign – [www.mcspotlight.org](http://www.mcspotlight.org)

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# Actionpage: The Spastics Society 1

Branding is an important element of corporate identity. This includes logotypes (logos), livery, eg designs on vehicles, typefaces used in official publications, uniforms, and interior design of shops. Companies often spend millions in changing their image, with the advice of branding consultants. Rebranding can maintain an up-to-date image or signal a change in corporate direction. You will look at the rebranding of The Spastics Society, one of the UK's leading disability charities.

- ▷ Read the corporate identity brief which the organisation used to select a new identity – a name and logo. Highlight important criteria for choosing a new name.
- ▷ The following shortlist was produced from over 400 possible names, following consumer testing. Which five do you think best fit the brief? Make a note of the reasons for your choice.

Acorn

Action CP

Alpha

CAPA

CEPA

CP Association

CP Now

CP partners

CamPaign

Capability

Cerebral Palsy Action

Cerebral Palsy Network

Cerebral Palsy Now

Cerebral Palsy Society

Equalis

Equalitas

Equus

Network CP

Portal

Scope

Spectrum

United Cerebral Palsy

- ◆ Which name would you choose to fit the brief (even if you know what the result was in reality)?

## CORPORATE IDENTITY BRIEF

The Spastics Society, was established in 1952 and is one of the leading disability charities in the UK. It exists to enable people with cerebral palsy (cp) and associated disabilities to claim their rights, lead fulfilling and rewarding lives and play a full part in society.

Extensive research in 1990 amongst 13 key stakeholding audiences revealed widespread disquiet over the continuing use of the word 'spastic' in the organisation's name, particularly because it was outdated, was used as a term of abuse, and did not describe the condition, cerebral palsy.

Corporate donors were reluctant to associate the word 'spastic' with their company brand or products. It was decided to find a new name and logo that would contribute to a repositioning of the organisation – particularly greater involvement of people with cerebral palsy in the organisation and its day-to-day work.

In a series of consultation meetings with staff and local groups in early 1992 the following objectives were agreed, defining positioning and identity.

### **The personality of the organisation**

- ◆ professional and business-like
- ◆ progressive and innovative
- ◆ campaigning and committed to expansion
- ◆ national but with strong local presence
- ◆ developing pioneering services
- ◆ committed to empowerment of people with disabilities
- ◆ trusted and respected
- ◆ aiming to reach out to more people with cp and their carers

### **The new name should be**

- ◆ genuinely distinctive
- ◆ dynamic and progressive
- ◆ focused on the person
- ◆ appropriate to the entire range of services provided by the organisation
- ◆ reflect stakeholders aspirations
- ◆ not likely to become a term of abuse

### **Key messages and responses**

The central response sought is:

"I can identify with this organisation. There's something in it for me".

More specifically for various stakeholders messages should be:

- ◆ people with cp – "this organisation understands me, could help me or campaign for me"
- ◆ parents – "this charity can help me and my child"
- ◆ donors – "this charity is doing worthwhile, valuable work; it is professional, responsible and effective"
- ◆ local authorities – "they are skilled, expert, professional, relevant to our needs; we can work with them with confidence"

### **Key brand words**

- |                 |                |               |
|-----------------|----------------|---------------|
| ◆ national      | ◆ substantial  | ◆ established |
| ◆ authoritative | ◆ integrity    | ◆ commitment  |
| ◆ caring        | ◆ professional | ◆ quality     |
| ◆ open          | ◆ accessible   | ◆ progressive |
| ◆ innovative    | ◆ dynamic      | ◆ campaigning |

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### Main media for identity

- ◆ letterhead
- ◆ shop fronts
- ◆ advertising
- ◆ posters
- ◆ brochures
- ◆ information and campaigning literature
- ◆ transport
- ◆ offices

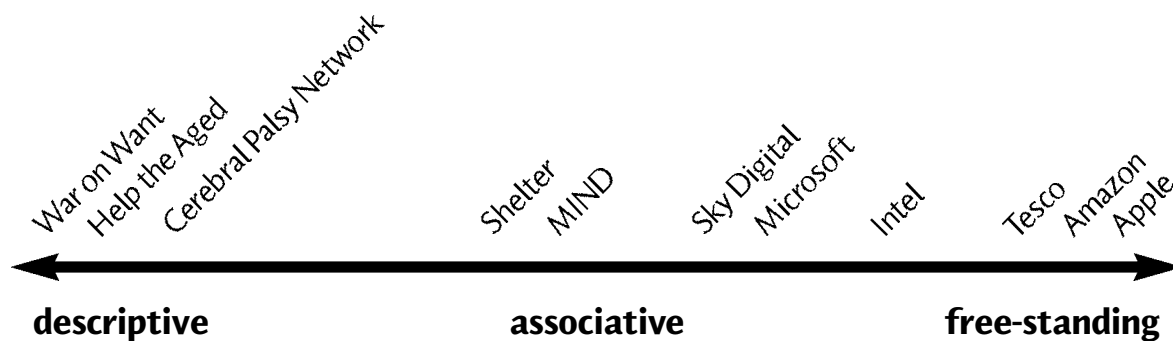
### Preferences

- ◆ the look should not be too 'corporate'
- ◆ the design style should not be too minimalist
- ◆ the design should convey a confident organisation.

### Candidate names

Names range from :

- ◆ descriptive – describes work of organisation, eg War on Want; pros: immediate communication, unambiguous; cons: cumbersome, lack of distinctiveness, limiting, may become outdated
- ◆ associative – relates to work of organisation, eg Shelter; pros: distinctive and flexible, embody values of organisation, can relate to previous name; cons: difficult to find
- ◆ free-standing – abstract, aspirations of organisation, metaphorical or an acronym, eg Tesco; pros: distinctive, can become strong identity; cons: difficult to associate with previous name and work of organisation



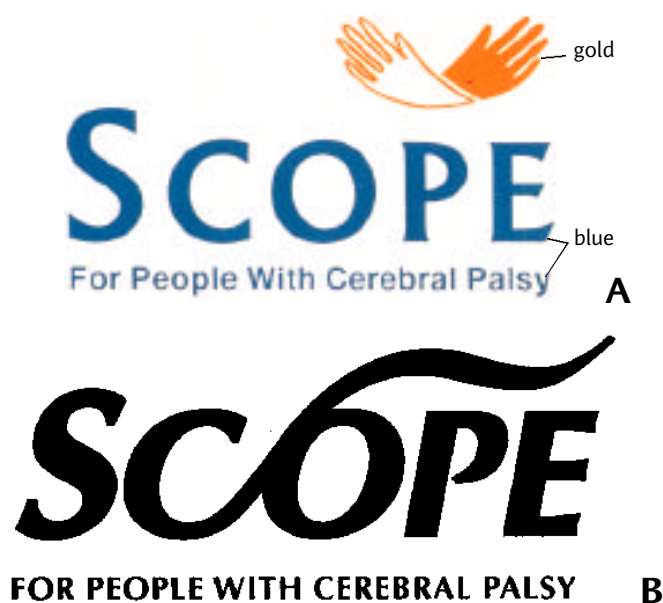
### Name criteria

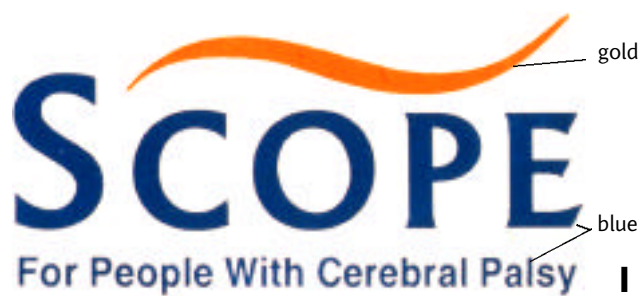
- ◆ attention grabbing
- ◆ pronounceable
- ◆ memorable
- ◆ supportive of the organisation's personality
- ◆ attractive and acceptable
- ◆ flexible and enduring
- ◆ free of inappropriate associations
- ◆ not already in use

## Actionpage: The Spastics Society 2

- ◆ Look at each logo and note down the main design features next to it:
  - What is your first impression?
  - How would you describe the graphic?
  - How would you describe the typeface(s) used?
  - How has colour been used (where applicable)?
- ◆ What are the differences/similarities between the logos?

**THE SPASTICS SOCIETY**  
FOR PEOPLE WITH CEREBRAL PALSY





- ◆ Which logo do you think best fits the brief? Why?
  
- ◆ What are the differences/similarities between the Scope logos and The Spastics Society logo?

# Actionpage: Scope for change

Discussion about the use of the word 'spastic' in the name of the organisation dated back to the 1970s. Extensive research in 1990 revealed widespread unease about its continued use. The decision to find a new name was approved at the Society's Annual General Meeting in November 1992. In collaboration with Interbrand, the world's leading branding consultancy, criteria for developing a new identity were set. Over 400 possible names were narrowed down to 19, which were then consumer tested. The Creative Services team from The Spastics Society then worked with design consultants Fishburn Hedges and a freelance typographer to produce visuals for a final shortlist of five. The research showed that 'Scope' was far and away the most appropriate name to convey and represent the image and positioning.

An Extraordinary General Meeting was held in March 1994 and members voted in favour of adopting 'Scope' as the new name. The relaunch was scheduled for 3 November 1994.

***The main element of relaunch communication to external audiences was through the news media for whom we provided news releases, briefings and at the point of relaunch, a video news release for television and syndicated radio tapes for both BBC and Commercial radio stations. We ensured that spokespeople were available throughout the country, properly prepared and trained and also provided extensive case study material, particularly to support the Disabled in Britain survey.***

***We adopted a policy of developing external ambassadors for name change amongst key opinion formers such as MPs, industrialists and even celebrities such as Ben Elton and David Dimbleby, both of whom in different ways contributed to relaunch day. Over 30 other celebrities signed-up their support publicly to our relaunch. We used advertising strategically through national press, London underground, radio and cinema. Targeted communications were made to individual and corporate donors and also to other agencies, local authorities, local education authorities, other charities, professional bodies and so on.***

***By Spring 2000 (5 years after relaunch), prompted awareness of Scope amongst the public had reached 71% (compared with 90% for 'The Spastics Society'). This is, by any standards, extraordinary and encouraging. More important perhaps is an understanding beginning to emerge for what Scope is and stands for and its desired image although there is still much to do in this area and this will take time.***

James Rye, Assistant Director of Marketing, Scope, 2000

Here are some ideas for logos for names which were shortlisted but not chosen.







QUALITY SERVICE CHOICE

**cp**  
**ACTION**

QUALITY SERVICE CHOICE

**cp**  
action

QUALITY SERVICE CHOICE

**cp**  
action

FOR PEOPLE WITH CEREBRAL PALSY



QUALITY SERVICE CHOICE

**portals**

FOR PEOPLE WITH CEREBRAL PALSY

**PORTALS**

FOR PEOPLE WITH CEREBRAL PALSY

FOR PEOPLE WITH  
**PORTALS**  
CEREBRAL PALSY

FOR  
PEOPLE WITH **EQUUS**  
CEREBRAL PALSY

**EQUUS**

FOR PEOPLE WITH CEREBRAL PALSY




FOR PEOPLE WITH CEREBRAL PALSY

**action**   
EQUALITY CHOICE OPPORTUNITY

  
**network**  
EQUALITY CHOICE OPPORTUNITY

  
**network**  
EQUALITY CHOICE OPPORTUNITY

  
**NETWORK**  
EQUALITY CHOICE OPPORTUNITY

**network**  
  
EQUALITY CHOICE OPPORTUNITY

  
**network**  
EQUALITY CHOICE OPPORTUNITY