
TAYBURN Brands & Reputations.

Entry for Design Effectiveness Awards

Category: Corporate/brand identity

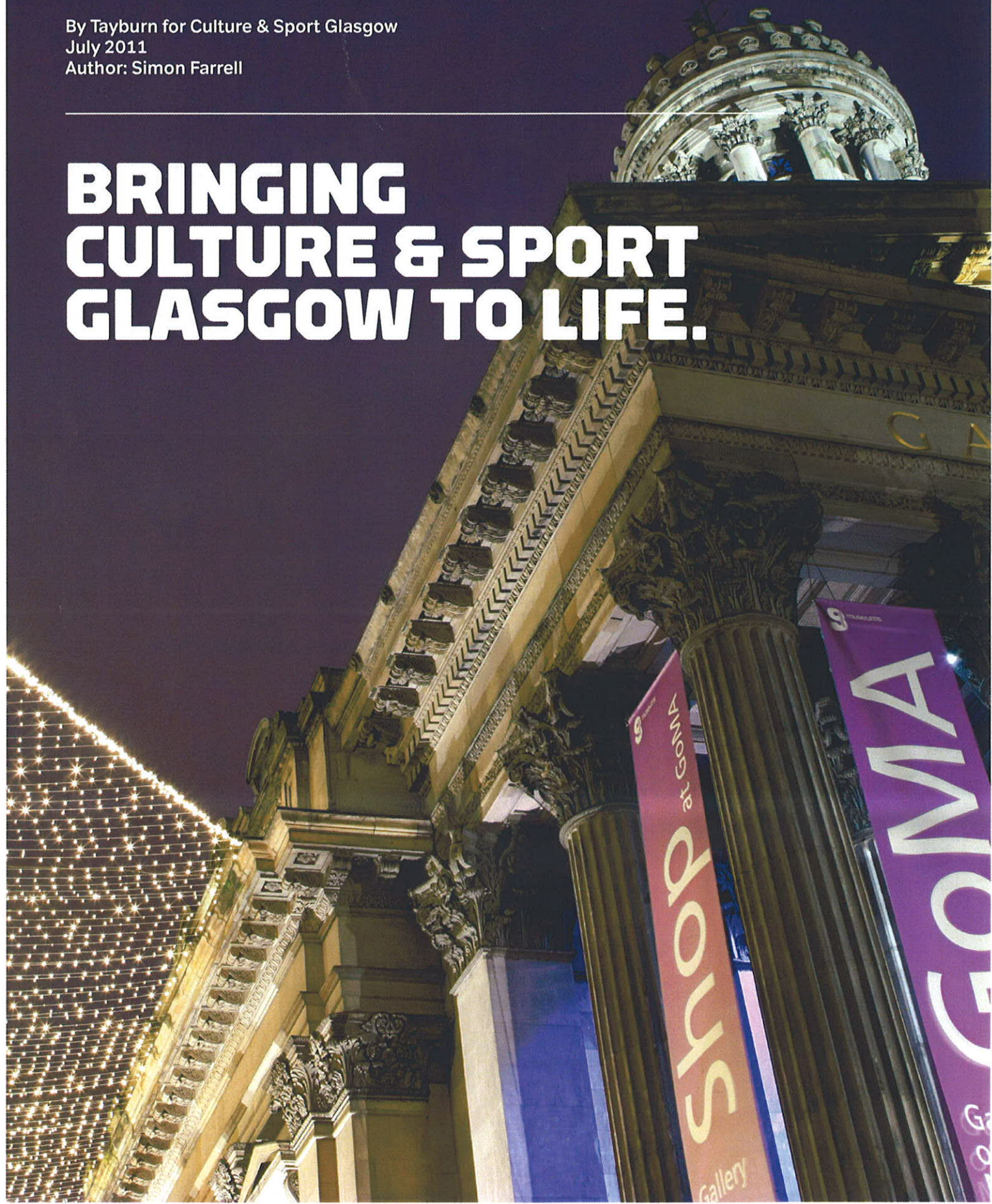
Sub-category: Design management

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BRINGING CULTURE & SPORT GLASGOW TO LIFE.



Executive summary (296)

Culture & Sport Glasgow (CSG) was formed in 2007 as a charitable, arm's length division of Glasgow City Council with the remit to deliver cultural and sporting services to Scotland's largest and most diverse city. With responsibility for managing over 150 venues in the city, employing more than 2,500 people and delivering some 14 million individual customer occasions a year, it was Scotland's largest leisure provider.

Never heard of it? Neither had the people of Glasgow.

Research had shown that there was very little public awareness of CSG and what it did. There was an awareness of, and indeed an affinity for, many of the individual services, such as the libraries and the museums, but there was a clear lack of understanding that these services were all provided by the same organisation.

This wouldn't necessarily be a problem in and of its own right, but the research also revealed that many existing customers were not using other CSG services simply because they were unaware of them. And it wasn't just customers. Many employees were unaware of the full range of CSG activities and were therefore unable to point customers in the right direction.

All this meant that the people of Glasgow were missing out on hundreds of great events, invariably free or very low cost, right outside their front door.

At the heart of the problem was the way CSG was communicating its services and the lack of cohesion between marketing activities. Indeed, our initial communication audit identified more than 50 individual and unrelated brands being used to promote CSG services.

Our task was to take this anonymous and undervalued public sector service and reinvent it as a modern, relevant and customer focused leisure brand. And in doing increase visitor numbers by more than 800,000.

OUR TASK WAS TO TAKE THIS ANONYMOUS AND UNDERVALUED PUBLIC SECTOR SERVICE AND REINVENT IT AS A MODERN, RELEVANT AND CUSTOMER FOCUSED LEISURE BRAND. AND IN DOING INCREASE VISITOR NUMBERS BY MORE THAN 800,000.

Project overview

Outline of the project brief

CSG had been “spun out” from Glasgow City Council in 2007 to become a standalone, arms-length organisation with a charitable status and the remit to deliver cultural and sporting services to Scotland’s largest and most diverse city. This included managing Glasgow’s libraries, museums, leisure centres, arts programmes, youth programmes, community halls and many more things besides.

Whilst this corporate re-structuring made sense at a very senior level there had been little effort made to explain what the benefits of this new organisation meant to staff, customers, partners and other interested stakeholders. Indeed, there was a lot of confusion and cynicism about what CSG was and why it was set up in the first place, which led to many conspiracy theories running through the Glaswegian rumour mills.

This lack of organisational identity was widely recognised and following two years of settling the new organisation down structurally and operationally, CSG was ready to brief an agency to help define and articulate their identity and brand.

However, the management team was acutely aware that, under intense scrutiny of how public money was being spent, that any such project had to deliver tangible results. This could not be perceived or reported as a £53,000 project to create a logo.

Following a rigorous selection process, Tayburn was appointed and the project kicked off in May 2009 with the creation of a clear set of objectives;

- 1. Increase the usage of CSG services and help customers understand the wide range of services available to them.**
- 2. Make staff and other stakeholders more aware of and connected to CSG.**
- 3. Create a strong corporate brand to attract corporate sponsors and help fundraising efforts.**
- 4. Provide a cost effective solution and create a set of guidelines that CSG’s internal design team would be able to implement going forward.**
- 5. Minimise the reputational damage caused by cynicism and negative sentiments sometimes associated with re-brand projects.**

Description and market overview for each objective

1. Increase the usage of CSG services and help customers understand the wide range of services available to them.

In 2008/9 CSG delivered some 13.6 million customer occasions across its 150 sporting and cultural venues. This was a significant number and made it Scotland's largest leisure provider by some distance. However, this figure was lower than previous years and there was a fear that total customer occasions may continue fall into a general downward trend. At the time of briefing, the ambition was simply to reverse this trend and get customer occasions back up to 13.8 million.

To try and understand how best to tackle this first objective we conducted an initial phase of customer research which indicated that there was very little public awareness of CSG and what it did. There was an awareness of, and indeed an affinity for, many of the individual services, such as the libraries and the museums, but there was a clear lack of understanding that these services were all provided by the same organisation.

This wouldn't necessarily be a problem in and of its own right, but the research also revealed that many existing customers were not using other CSG services simply because they were unaware of them. So for example, senior citizen library customers were unaware that the people that did such a good job of looking after them in the library also offered them free swimming lessons at the leisure centre next door. And school kids who loved going to the football courses organised by CSG didn't know they could get free DVDs from their local CSG library.

And this lack of awareness and connectivity was replicated across virtually all CSG's individual customer groups.












But critically it wasn't just customers. Many employees were unaware of the full range of CSG activities. Each service area delivered its services in isolation, there was no attempt to make connections internally and the stereotypical siloed mentality prevailed.

This lack of connectivity was all too clearly demonstrated once we looked at CSG marketing activities and how it communicated its services to customers. There was a complete lack of cohesion or connectivity. Indeed, our initial communication audit identified more than 50 individual and unrelated brands being used to promote CSG services. With many of the service areas having their own website with no links to other sites within CSG. At the time of briefing CSG was attracting just over 1 million visits a year from just 386,000 unique visitors across its entire website portfolio.

Before

- Over 50 brands
- No cohesion
- No consistency
- No connection

Previous brand structure

Sponsor brand					
Corporate brand					
Services areas	Arts & Museums	Sports & Events	Libraries & Community Facilities	Area Based Services	Services for Young People
Category brands					
Venue brands	 		 33 local libraries Community Halls		
Product brands					

Examples of previous web and literature:

Museums



Events



Kids



Arts



All this meant that the people of Glasgow were missing out on hundreds of great events, invariably free or at very low cost, right outside their front door.

2. Make staff and other stakeholders more aware of and connected to CSG.

From a staff perspective, CSG hadn't really established a strong internal culture of its own and there was still a lot of council thinking within the organisation. The second objective of the project was to engage with staff to make them feel part of a service brand rather than a council division and establish a sense of pride in being part of CSG.

To help make that connection, we wanted the whole brand and identity development process to be very inclusive. We conducted face to face interviews with the board directors, interviewed the management team and held staff workshops with all sections of the organisation. This really helped to get underneath the skin of the current situation and explore ideas that might help make a better.

The internal research indicated that employees tended to identify themselves and have an affinity with the service area they were associated with. We would regularly hear people refer to themselves as "working for museums" or "in the events team". The lack of connectivity witnessed in the communication audit becomes rather unsurprising once we saw the lack of connectivity structurally.

However, there was a real appetite for breaking out of this silo mentality and feeling part of a larger organisation. And indeed, if we were to meet our objectives, it was important that all employees not only felt part of CSG but they understood how all the different areas worked together. The missing ingredient seemed to be a real sense of what CSG actually meant at a corporate level. We needed to replace the notion that "CSG used to be part of the council" with a more meaningful and motivational story of its own that staff could relate to.

It was a similar situation for many of CSG's broader stakeholders. As a central pillar of Glasgow's public service, CSG worked with many organisations in the delivery of services. So for example, CSG would partner with Strathclyde Police in joint programmes to combat youth crime by putting on Friday night basketball leagues. As well as partnering with Glasgow City Marketing Bureau to put on events that would put Glasgow on the global stage and attract foreign tourists. But each partner tended to work with just one part of CSG and so was unaware of what CSG did as a whole and therefore was potentially missing out on forming other mutually beneficial partnerships.

And because partners such as Glasgow City Council, NHS, Strathclyde Police, Glasgow City Marketing Bureau, Volunteering Groups and many others were so vitally important in meeting CSG's strategic goals, it was important that they related to the corporate story too and were part of the process.

3. Create a strong corporate brand to attract corporate sponsors and help fundraising efforts.

One of the benefits of CSG becoming an arms-length charity was the freedom it could enjoy to engage with local businesses to seek sponsorship arrangements for some of their high profile events. In 2008/9 corporate sponsorship income was £300K.

Whilst this was a reasonable amount there was a feeling within the organisation that much more could be raised. As with the other audiences, we conducted research with corporate sponsors to understand the dynamics of the relationship between themselves and CSG.

It transpired that most potential sponsors didn't see CSG as a separate entity and it was therefore assumed that they were still part of Glasgow City Council. This became a deterrent to sponsoring events as potential sponsors were unwilling to contribute funds to what was perceived as simply making up the shortfall from cuts made by the council.

The research also revealed that for those sponsors that were already involved in CSG events they were unaware that CSG did so many other activities, some of which could actually be of interest for further sponsorship opportunities.

4. Provide a cost effective solution and create a set of guidelines that CSG's internal design team would be able to implement going forward.

The final objective was to provide a value for money solution. As a charity, CSG wasn't blessed with unlimited funds and so our task was to provide a distinctive and effective solution that could be rolled out on an ongoing basis by the organisation's internal design team.

Furthermore, the need for a cost effective solution was heightened during the course of the project due to a developing backdrop of the financial crisis which resulted in cutbacks within CSG. With money being spent on brand development at a time when jobs were being lost, the project team were acutely aware of the headline grabbing potential of "CSG spend £53,000 thousands of pounds on a logo". Every penny had to be accounted for with the knowledge that a freedom of information request could be asked for by the press at any time.

5. Minimise the reputational damage caused by cynicism and negative sentiments sometimes associated with re-brand projects

Re-branding CSG was an important project for the senior management team. There was a strong belief that the organisation needed to find its own story and start articulating that story if it was to achieve its strategic goals.

However, the financial crisis meant the project would be happening against a backdrop of funding cuts, redundancies and threatened industrial action. It was vital that this exercise wasn't seen as a waste of public funds, and therefore a fundamental principle behind the brand development process was to tackle any potential cynicism head on with stakeholder engagement at its heart.

In total, we talked to over 200 individual stakeholders face-to-face. This included staff, service delivery partners, the management team, the marketing teams, customer groups and corporate partners. Our strategy was to consult with as many people as possible. Not only to inform the strategy but also to give us the opportunity to talk to people about the project, the purpose of the project, the desired outcomes and objectives and the fact that this wasn't about a creating a logo.

Our belief was the more people we consulted, the more people would understand what we were trying to do and the more they would understand and get behind the strategy.

Budget and project launch date

A budget of £53,000 was set to complete all research, consultation, brand strategy development, creative exploration, creative testing, visual identity development, delivery of guidelines, internal and external communication strategies and training for the internal design teams.

All design work for the implantation of the new brand had to be carried out by the internal team. Therefore there would be no additional creative fees incurred for roll out. And all print and production costs for the implementation of the new brand had to come out of existing marketing budgets for existing campaigns. Therefore, there would be no additional production costs incurred for roll out.

The project was split into two stages. The first strategic phase was completed by October 2009. The creative phase was completed by February 2010. And the brand was actually launched in June 2010.

A process to meet the needs of the market condition (488)

To tackle the cynicism head-on we devised an inclusive five-stage methodology with four phases of consultation:

Stage 1: Assessment of the current brand equity for all audiences across the whole CSG brand landscape

In this first phase we talked to 59 customers, 57 members of staff, 9 service area marketing teams, 8 partner organisations and 3 corporate sponsors.

From this we were able to identify a clear picture of which layers of the brand hierarchy were appropriate to which audiences. We were also able to share the current brand "chaos" with each audience and discuss the objectives of the project. This resulted in the creation of a more streamlined brand hierarchy and, possibly more importantly, unanimous support for change across all stakeholder groups.

Stage 2: Creating a motivational vision for the brand

Our objective for this stage was to provide a richer and more motivational description of CSG and the role it played. And to do this we interviewed the 13 members of the management board.

The outcome was the identification of three key insights that became the backbone to a shared vision for the organisation and a corporate brand story that could be easily articulated and enacted on by all.

To continue the consultative process we shared the brand model and the ideas behind it to the broader management team, groups of staff members and the marketing teams.

Brand framework					
brand proposition	Creating inspiring activities and building relevant pathways so people get the most out of Glasgow and the most out of life				
brand personality	Fun	Vibrant	Friendly	Knowledgeable	Reliable
brand attributes	Committed to working for Glasgow's social and economic good	Cultural and sporting attractions that put Glasgow on the world's stage	Promoting and delivering a range of quality services that are relevant for all individuals in all communities	Enthusiastic staff that reach out and create opportunities to participate	Embracing the power of partnerships to make a difference
brand vision	To make Glasgow one of Europe's most vibrant cities by inspiring everyone to get involved in culture and sport				

Stage 3: Creative exploration.

Next we used the framework to inform the design of the new brand. The key challenge was to create a brand that was more accessible and motivating to consumers, was relevant to a wide spectrum of audiences as well as making individual communication materials more connected to each other.

We created 3 different solutions (including a potential new name) to test.

Stage 4: Testing our findings to identify potential barriers .

Whilst we were keen to see how people responded to the various architecture and creative ideas we also took the opportunity to talk through our strategic recommendations.

During this testing phase we talked to 50 customers, 22 members of staff, the 9 CSG marketing teams, 5 partner organisations and 3 corporate sponsors.

Again, the dual benefit of the consultative process was not only that we had tested and verified the most effective brand architecture but also that all the key stakeholders were now aware of and on-board with the new brand strategy.

Stage 5: Refining the recommendations and defining all the elements of the brand strategy

Finally, we got into the detail of the identity system before finalizing our recommendations. Once completed we conducted the final round of consultation, sharing the process, the strategy, the new name and the creative solution to the board, the senior management team, the extended management team, 25 members of staff, 4 customer groups, 5 partner organisations and 3 corporate sponsors to make sure everyone understood the outcome and that our recommendations were likely to be accepted once launched.

Parent brands, category brands.

Corporate identity; stationery, annual report cover / inside spread, signage

Consumer identity; webpages, leaflets, carousel etc

After

- A new parent brand
- 8 category brands
- A clear structure
- Consistent
- Coherent
- Consumer friendly

Parent brand



Category brands



A coherent communications system



Summary of results

The success of the Glasgow Life brand is best measured using the objectives set at the beginning of the project.

1. Increase the usage of CSG services and help users to understand the range of services that it offers.

In 2008/9 Glasgow Life set a target of delivering of 13.8 million customer occasions. In 2010/11, a year after the brand launched, they actually achieved 14.4* million customer occasions. That's an additional 800,000 customer occasions versus the year before the introduction of the new brand. And 400% more than they were expecting.

It is difficult to isolate and measure the exact impact the brand had on this increase as many other factors would be in play both positively and negatively (economic environment, CSG staff disputes and industrial action, bad winter weather). However, we do know the overall trend is up and is likely to continue rising.

In terms of helping users understand the range of services that it offers, a key recommendation was the creation of an identity system with clear signposting within all communications, brought to life in an easy to use online 'hub'. This manifestation of the brand strategy and the bringing together of the disparate service area websites, has been particularly successful.

- 8,902,604 visits in one year following the launch of the brand – up 830% on previous web presences
- From 3,061,158 unique users – up 790% on previous web presences

This was without any advertising spent on driving traffic to the site.

*14.4 million occasions is the actual figure quoted in Glasgow Life's 2010/11 annual performance report. This includes customer occasions at venues that weren't part of CSG in 2008/9 (eg Glasgow Music Halls). But equally doesn't include customer occasions at venues that were part of CSG in 2008/9 but weren't in 2010/11 for refurbishment or closure (eg Riverside Museum and some community halls). Closer scrutiny of these figures indicates that these factors actually net each other out, and suggest like-for-like venue attendance in 2010/11 would still be 14.4m customer occasions.

2. Make staff and other stakeholders more aware of and connected to the CSG brand

Staff were an integral part of the project with every member of staff having the opportunity to participate in the process.

The brand recommendations were presented to all levels of management at both the strategic stage and final creative stage. And 1,621 employees attended the briefings provided by the Chief Executive and the senior management team.

Stakeholders were also involved throughout the process with 8 key partner organisations being consulted at both the strategic and creative phases.

Possibly the most impressive measure of the success of the project with these audiences was that the new Glasgow Life name was adopted immediately without any resistance.

3. A stronger corporate brand to attract corporate sponsors and help fundraising efforts

In 2010/11 Glasgow Life, under the new corporate brand, raised £480K in corporate sponsorship; a 60% increase against the levels in 2008/9.

4. Provide a cost effective design-based solution that CSG's internal design team would be able to implement going forward.

One of the most telling aspects of this project was the tight budgets the whole team was working to. The total cost of the research, consultation, brand creation, testing and guidelines development was £53,000. As the economic climate became increasingly fragile, this was a figure that was not to be exceeded.

Therefore, plans to launch the brand externally, advertise the new web presence and actively promote Glasgow Life services under the new brand had to be scrapped.

Indeed, the implementation of the brand could only be done out of existing budgets by the internal design team – no extra expense could be incurred as a result of the new brand.

So whilst it might have been preferable to have had higher profile implementation and launch plans in place, we do know that there are no additional advertising, DM or PR factors that could influence the figures cited in the results section. And makes the total cost to re-brand such a large scale organisation incredibly low.

5. Minimise the reputational damage caused by cynicism and negative sentiments sometimes associated with re-brand projects

Although hard to quantify numerically, the fact that this project received hardly any negative press throughout its launch is testament to the way the project was managed and that stakeholders throughout the city saw this more than simply creating a new logo. Indeed, the hardest brand challenge of all, embedding a change of brand name, has been remarkably successful as stakeholders and the people of Glasgow have all embraced the new name; Glasgow Life.

Other influencing factors

As mentioned previously, because of the tight economic backdrop surrounding this project, no additional budget was made available to implement or launch this new brand. There was no launch campaign. There was no additional marketing activity. Everything had to be done out of existing budgets.

We therefore know that there were no influencing factors from advertising, DM or PR. The only difference was that the marketing activity and communication materials all now carried the new brand.

Research sources

All figures quoted have been sourced from CSG annual review 2008/9 and Glasgow Life Annual performance review 2010/11.