



Welcome

Since the Transform Awards began, we've received, judged, and given out awards to hundreds of rebranding projects. We're proud to have had more submissions for the 2012 awards than ever before, and to have seen such great work in all the categories.

As Europe's only dedicated celebration of rebranding, repositioning and brand transformation, we're passionate about showcasing amazing rebrand stories, and tracking the fantastic results that come about when organisations decide to transform their identities.

We don't need endless surveys and statistics to demonstrate the importance of a company's identity. We're surrounded by daily reminders of corporate brands: those that work brilliantly, those that are competent, those that fail.

Tonight, we're celebrating the brands that go above and beyond in many different ways, whether by standing out in a particular sector, or having a particularly good digital presence, or in any of our categories.

A huge thank you to everyone who entered the awards and to all our sponsors for making tonight possible. And of course congratulations to all our winners and finalists. Good luck!

Molly Pierce

Editor, *Communicate* magazine

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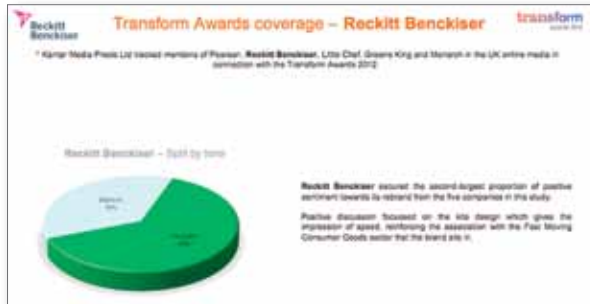
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What's in a brand?

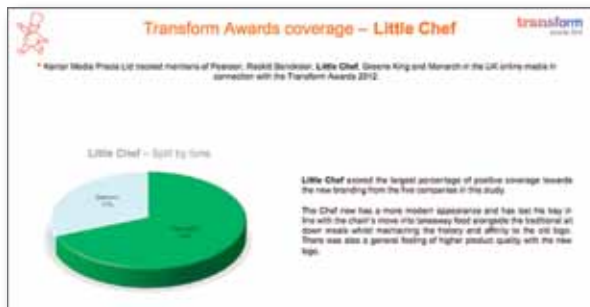
We asked Kantar Media Precis Ltd to track mentions of some of tonight's winners in connection with the Transform Awards 2012.



Reckitt Benckiser

Reckitt Benckiser secured the second-largest proportion of positive sentiment towards its rebrand from the five companies in this study.

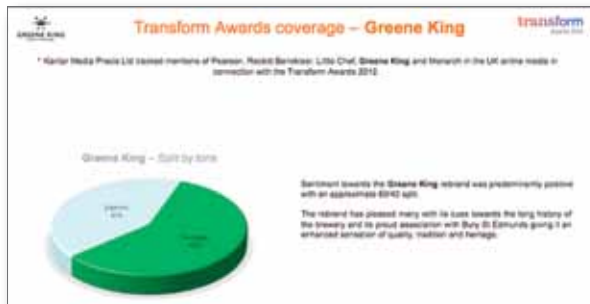
Positive discussion focussed on the kite design which gives the impression of speed, reinforcing the association with the Fast Moving Consumer Goods sector that the brand sits in.



Little Chef

Little Chef scored the largest percentage of positive coverage towards the new branding from the five companies in this study.

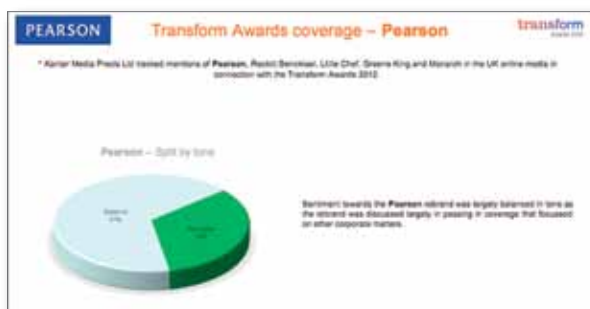
The Chef now has a more modern appearance and has lost his tray in line with the chain's move into takeaway food alongside the traditional sit down meals whilst maintaining the history and affinity to the old logo. There was also a general feeling of higher product quality with the new logo.



Greene King

Sentiment towards the Greene King rebrand was predominantly positive with an approximate 60/40 split.

The rebrand has pleased many with its cues towards the long history of the brewery and its proud association with Bury St Edmunds giving it an enhanced sensation of quality, tradition and heritage.



Pearson

Sentiment towards the Pearson rebrand was largely balanced in tone as the rebrand was discussed largely in passing in coverage that focussed on other corporate matters.



Monarch

Monarch was the only company within this study to return some negative comment towards its rebrand, although positive comment was very strong at 64%.

This positive comment focussed on the 'Fly your way. Every day' ethos, enabling passengers to tailor their flight experience which was viewed as being a very contemporary approach and brings the airline firmly into the internet age where more and more people are looking online to plan their holidays to their exact specifications rather than book through travel agents.

Negative discussion focused on the colour scheme as some thought it too bland in relation to its new strategy.

Meet the judges



James Beveridge, Managing partner and creative director, *Further*

James joined Further in September 2009. He previously ran his own design consultancy Brownjohn. At Further, James is responsible for overall creative direction on all projects across all channels, and has a central role in shaping and directing the business towards success. His experience includes brand development and corporate reporting projects for Candover, Bridgepoint Capital and Indus Capital. James trained as a graphic designer at the RCA and believes in creating simple, compelling visual ideas that delight, capture and engage stakeholders.



Amanda Clay, Head of brand management, *Telefónica Europe*

Amanda's current role has seen her successfully lead one of the biggest internal rebrand and cultural change projects in Europe, as Telefónica Europe rebranded from O2 plc. Prior to that, she led an international team to launch the biggest rebrand project in Czech history. She managed the O2 launch team across areas of brand, marketing and communications to rebrand Cesky Telecom and Eurotel to merge and become O2. She has also worked in the UK and German marketing and brand teams



Marc Cloosterman, CEO, *VIM Group*

Marc has a business administration (KPMG), marketing (INSEAD) and business development background. His main goal with the VIM Group is to create a brand implementation category within the international branding industry. VIM Group helps organisations to implement and manage brands. Currently it has representatives in Europe, North-America, Middle-East and Australia who carried out more than 1,200 brand implementations over the last two decades.



Justin Cooke, Chair, *British Interactive Media Association*

Justin is the founder of global digital agency Fortune Cookie and the current chair of BIMA. A Manchester University drama graduate, Justin's early career included creative roles with BBC Films, and United News and Media. He now spends his time running an agency across four continents working with a client base that includes AEGON, American Express, BP, Canon, CIMB, De Beers, Rio Tinto, and UEFA. In 2010 New Media Age ranked him the third most influential person in UK digital.



Philip Davies, President EMEA, *Siegel+Gale*

Philip joined Siegel+Gale in May 2011 from Dragon Rouge, before which he was hired at Barclays to help evolve the bank's brand strategy over a four-month period. Philip ended up serving as the company's global head of Identity for four years, developing the "Fluent in Finance" positioning, and his strategic legacy continues to resonate throughout the organisation. His focus now is on working with clients across EMEA to solve complex brand challenges through elegantly simple, fresh strategies, stories and experiences.



Florian Dengler, Executive creative director, *Meta Design*

Florian Dengler is executive creative director at MetaDesign in Berlin, Germany. He studied at the Art Center College of Design in Switzerland, and started his career in 2005 at Germany's leading multimedia agency Pixelpark, before he became Vice President Digital Media Europe at frogdesign. Florian has developed some of the best known brands, written on Branding and Digital Media and held lectures at numerous conferences.



Rebecca Edwards, Head of PR and marketing, *PBS*

Rebecca has launched, built, and maintained multiplatform television brands for some of the biggest players in the UK television market, including Sky, and UKTV. In her current role, Rebecca is part of a small team responsible for launching America's most valued broadcaster here and making its TV archive available to the British public for the first time. PBS launches on Sky Digital and Virgin on 1st November. A Biological Sciences graduate from Exeter University, Rebecca began her career in entertainment PR.



David Gray, Strategy director, *Creative Leap*

After graduating from Bristol with a BA in Modern Languages, David lived and worked abroad for a few years, most notably as a Club 18-30 holiday rep. (As a native of Toxteth, he was already familiar with the Riot Act). Back in England, he worked in publishing for Marketing Week and Creative Review, then moved into account management before co-founding Creative Leap. Passionate on brand and business strategy, David has honed his insight with the likes of Honda, Wimpey, Land Rover, and Prudential.



Richard Hall, Head of marketing, *Anthony Nolan*

After spending some time in Manchester bands, Richard began his advertising career in a number of agencies including St Luke's and RKCR/Y&R, before a spell at the BBC as head of marketing for BBC iPlayer. Richard then returned north as joint managing director of integrated agency LOVE, heading up the Sony PlayStation and BBC accounts, before a career break took him to South America for six months. On returning to London he joined blood cancer charity, Anthony Nolan, as head of marketing.



Sarah Hedges, Marketing manager, *The Football Association (Wembley)*

Sarah joined The FA in 1996 as a PA and at that time was reported to have said, 'I'm not sure how long I'll be staying'. Sarah was part of the team that opened Wembley in 2007. By 2009 Club Wembley was 92% sold out and had become a substantial revenue generator for The FA. Sarah has been responsible for Wembley's rebrand, new website & Facebook page plus digital campaign activity that has broken all targets including two world records.



Stephen Holt, Global marketing director, *Invensys Rail*

Stephen joined Invensys in 2005 and is responsible for the company's global marketing and communication activities in over 30 countries around the world. He has extensive strategic marketing and communication experience particularly in technology and start-up environments, and has worked for a number of leading brands including Rolls-Royce, Galileo, Orange, Microsoft, Porsche and 3.



Francis Ingham, Chief executive, *PRCA*

Francis Ingham is chief executive of the PRCA. Prior to joining the PRCA in 2007, he worked at the CIPR, and in public affairs roles at the CBI and the Conservative Party. Francis has also been Vice Chairman of an NHS trust and a London Councillor. He is a director of the Speakers' Corner Trust and the UK Public Affairs Council.



Peter Knapp, Executive creative director, Europe and Middle East, *Landor Associates*

Peter started working in Landor's London office in 1993 and subsequently moved to the Hong Kong office in 1995, before returning to London in 1996. Peter specializes in integrated branding and design programs where graphic and three-dimensional designs are used together to form total branded experiences for consumers, and is widely known for his unparalleled expertise in airline branding. He also has a broad range of experience in other industries, with clients including BP, De Beers, Diageo, and Ernst & Young.



Ștefan Liuțe, Managing director, *Grapefruit*

Following a degree in medicine and post-graduate studies in communications and public relations, Ștefan has been involved in building, re-building and developing brands from industries such as pharmaceuticals and healthcare, telecommunications, FMCG, and professional services. Ștefan published the first Romanian translation of a book on corporate and brand identity (The New Guide to Identity, Wolff Olins), and in 2006 translated a second book by Olins, On Brand. He is a well-appreciated speaker at branding events and writes for international business and trade journals.



Nicolas Mamier, Managing director, *Appetite*

Nicolas brings 20 years of international brand strategy and communications experience working for agencies such as Publicis and Elmwood. He has also worked "client-side"; in 1998, he was part of the team that launched CNBC Europe. Nicolas has helped many blue-chip organisations in the public, private and not-for-profit sectors to define and articulate their brand culture and communicate effectively and engagingly around the world. With Appetite, Nicolas has recently delivered international branding projects for Unilever, J&J, PDX, Trapoil, and the UK Trade & Industry.



Mayur Paul, Communications and brand manager, *HelpAge International*

Mayur is an award-winning, internationally experienced communications and marketing professional. Specialising in brand development and marketing, he has rebranded and relaunched organisations across four continents. Working on the rebrands of charities like ACAPS, HelpAge International, and Age UK this has included everything from developing communications strategies to working hands-on on websites and high-profile pieces of marketing collateral.



Emma Renaudon-Smith, Global head of brand management, *Hays*

Emma believes that a market-leading professional services business can only maintain its position by placing a powerful brand strategy at the heart of the business and driving this through every customer interaction. Emma has rebranded Hays with this in mind. Previously she was brand manager of Reuters, playing an instrumental part in branding the £8.7billion merger between Reuters and Thomson in 2008. Emma holds a BA Joint Honours in Russian and French and has worked in a number of countries.



Cristian Saracco, Managing director, *Allegro234*

Before joining Allegro 234, Cristián was executive director of FutureBrand in Spain, and a partner at Arthur D. Little. He has experience in more than 20 countries around the world. Cristián's clients have included Citibank, Codorníu, and Mercedes-Benz. He has written extensively and teaches on branding and strategic marketing in postgraduate programmes at Pontifical University of Salamanca and Buenos Aires University. Cristián has spoken at several international branding conferences and holds a PhD (abd), an MBA and an MSc in Engineering (eq.).



Drew Spencer, Managing director, *Wireworks*

Drew Spencer is a lifelong technology geek who has spent the past 14 years on the interactive side of advertising agencies. Drew moved to the UK in 2006, joining Euro RSCG Riley as head of digital strategy, then digital director, then chief strategy officer of three Euro RSCG group agencies overseeing Planning, Digital Strategy and Digital Development. Drew has worked on and won numerous awards for integrated campaigns, social media projects and websites for brands including Reckitt Benckiser, Asda, Expedia, IBM and Starbucks.

Content

Best overall visual identity

Gold Pearson (Interbrand)

Silver DWF (Living Group)

Bronze Vertere (Interstate)

Highly commended Futurestep (Further)

Highly commended Mission Burrito (The House)

Best use of a visual property

Gold Pearson (Interbrand)

Silver Rugby Football Union (Interbrand)

Bronze Monster Slippers

Highly commended Hawksford (MerchantCantos)

Highly commended Futurestep (Further)

Best brand architecture solution

Gold National Maritime Museum (SomeOne)

Bronze British Airways Executive Club (Landor)

Best use of copy style/ tone of voice

Gold The Student Housing Company (The Beautiful Meme)

Silver Pearson (Interbrand)

Bronze Rugby Football Union (Interbrand)

Process

Best internal communication of a rebrand

Gold DSM

Silver Pearson (Interbrand)

Bronze Telefónica

Best implementation of a rebrand

Gold Global Blue (Goosebumps Brand Consultancy)

Silver Pearson (Interbrand)

Bronze Rugby Football Union (Interbrand)

Highly commended Monarch (Interbrand)

Highly commended Direct Marketing Association (DMA and Jacob Bailey)

Strategy

Best creative strategy

Gold Larix (BrandTailors)

Silver Asics (Interbrand)

Bronze Global Blue (Goosebumps Brand Consultancy)

Best brand evolution

Gold Global Blue (Goosebumps Brand Consultancy)

Silver PDX (Appetite)

Bronze Telecity Group (Design by Structure)

Highly commended Ocean Outdoor (Heavenly)

Type

Best corporate rebrand following a merger or acquisition

Gold Archer (Brand Matters and Handsome Brands)

Silver Merseyway Shopping Centre (Studio North)

Bronze Puratos (Duval Guillaume Corporate)

Best corporate rebrand to reflect changed mission/ values positioning

Gold White Logistics & Storage (The Allotment)

Silver Greene King (Brand Matters and Handsome Brands)

Bronze Global Blue (Goosebumps Brand Consultancy)

Highly commended Lexis, The Recommendation Agency (The Lexis Agency)

Highly commended Bauwerk Parkett (Scholtysik Niederberger Kraft AG)

Best corporate rebrand for a spinoff/new company

Gold Trapoil (Appetite)

Silver Boots Laboratories (Creative Leap)

Bronze Ink Insurance (Switch)

Highly commended RPC (Corporate Edge)

Best brand consolidation

Gold Greene King (Handsome Brands and Brand Matters)

Bronze Tiriatic Holdings (Brand Tailors)

Best rebrand of a digital property

Gold Action on Hearing Loss (Redweb)

Silver FNZ (Tayburn)

Bronze Instruct (Fairley & Associates, Hildebrand and Felt Branding)

Highly commended JTI (Corporate Edge)

Highly commended Reckitt Benckiser (The Workroom)

Best rebrand from the public sector

Gold Stirling Castle (Corporate Edge)

Best rebrand from a NFP organisation

Gold Guide Dogs (Interbrand)

Silver Merlin (Spencer du Bois)

Bronze Independent Age (Corporate Edge)

Highly commended Instruct (Fairley & Associates, Hildebrand and Felt Branding)

Sector & Region

Best rebrand from the consumer services sector

Gold Greene King (Brand Matters and Handsome Brands)

Gold Little Chef (venturethree)

Bronze Travelodge (Corporate Edge)

Best rebrand from the financial services sector

Gold Global Blue (Goosebumps Brand Consultancy)

Silver Hawksford (MerchantCantos)

Bronze The Share Centre (Radley Yeldar)

Bronze FNZ (Tayburn)

Best rebrand from the professional services sector

Gold DWF (Living Group)

Silver Futurestep (Further)

Best rebrand from the education sector

Gold University Campus Suffolk (Radley Yeldar)

Best rebrand from the media & telecommunications sector

Gold Emailvision (Design by Structure)

Silver Ocean Outdoor (Heavenly)

Bronze Vertere (Interstate)

Best rebrand from the property sector

Gold Merseyway Shopping Centre (Studio North)

Best rebrand from the retail sector

Gold Argos Bush (Bonfire CI)

Best rebrand by region: Baltic region

Gold Grupa Zywiec (Dragon Rouge)

Silver Onet (Dragon Rouge)

Best rebrand by region: DAS

Gold Bauwerk Parkett (Scholtysik Niederberger Kraft AG)

Best rebrand by region: Eastern Europe

Gold Tiriatic Holdings (BrandTailors)

Best overall visual identity

Gold Pearson (Interbrand)

Silver DWF (Living Group)

Bronze Vertere (Interstate)

Highly commended Futurestep (Further)

Highly commended Mission Burrito (The House)

Pearson is the largest educational media company in the world, owning well-known brands such as Penguin, Longman Books, and the Financial Times, but after years of acquisition its brand had become diluted. It was described as 'the best company you haven't heard of'. Interbrand's task was to raise the profile of the educational services company, and to highlight its commitment to changing lives through learning. The challenge was also to unite and invigorate the company's 34,000 staff around an inspiring idea.

As part of the unification of Pearson's diverse range of brands, Interbrand created a logo bar incorporating the new tagline, 'Always Learning', which now features on all products including the front page of the Financial Times. They devised a 'Second Look' style of illustration; designs which are simple at first glance but which have extra depth and detail if looked at closely. The designs were used in a handbook, 'The Book of Pearson', which communicated the rebrand to employees and received overwhelmingly positive feedback.

A new font, aptly named the 'Font of all Knowledge', was also created, using consistent outer shapes combined with changeable inner letters to represent different kinds of learning. Interbrand also pioneered a new photography style which places the learner at the heart of the image. Simple, witty animations were used to describe the new brand to an international audience, reflecting the fact that Pearson's pioneering work has always been enhanced by the ability to have fun.



Best use of a visual property

Gold Pearson (Interbrand)

Silver Rugby Football Union (Interbrand)

Bronze Monster Slippers

Highly commended Hawksford (MerchantCantos)

Highly commended Futurestep (Further)

Pearson's new visual identity stems from the company establishing, with Interbrand, a unifying idea that could be the foundation for the educational media company's brand for years to come. This idea – 'Always Learning' – found its most distinctive expression in the Pearson font, 'The Font of All Knowledge'.

Pearson's heritage is in words, so creating a unique typeface for the organization seemed a natural fit to move the brand into the future, whilst acknowledging the past. The new font has consistent outlines with inner letters that can be changed and mixed up for new contexts and applications, celebrating educational diversity and representing different types of learning.

The playful font is ideally suited to animated, digital representation because of the ability to change the individual letter forms whilst still retaining the meaning. The letter forms can be continually renewed and updated, which has created an opportunity for Pearson people to design their own versions of the letters.

Interbrand wanted the Pearson rebrand to reflect the excitement of learning, and staff have certainly been inspired by the font. The brand team now has to monitor its usage carefully to prevent misuse and overuse. Initially there were reservations over whether the font was too bold and playful, but the letters are now being embraced as large 3D forms at Pearson's offices and events, and used as giant interactive letter puzzles.





Best brand architecture solution

Gold National Maritime Museum (SomeOne)

Bronze British Airways Executive Club (Landor)

The National Maritime Museum is one of the largest museums of its kind in the world, so giving this established institution a new visual identity was a prestigious task for London agency SomeOne.

The agency also needed to encompass three other Greenwich attractions – The Royal Observatory, the Peter Harrison Planetarium and the Queen's House – and chose to rename the group as 'Royal Museums Greenwich'. The regeneration of the area ties in with Greenwich Park playing host to the equestrian events for the 2012 Olympic and Paralympic Games. The profile of Greenwich will be raised further in 2012, as it has been named a Royal Borough for the Queen's Diamond Jubilee.

Although connected geographically, the sites are diverse: SomeOne's challenge was to create a collective image whilst also allowing the individual sites to retain their identity as world-class attractions. They are all popular visitor sites in their own right, but tourists rarely experience the whole package and this is something that SomeOne was asked to address.

A CGI-generated water splash was chosen as the image with which to draw together the sites, reflecting the global reach of discoveries about navigation, timekeeping, astronomy and technology made in Greenwich. The diversity between the different sites is indicated by colour; sea-blue for the museum, gold for the Queen's House, royal purple for the Royal Observatory.

The rebrand, and new exhibitions which are animated and engaging to match, have resulted in a rise in visitor numbers.



Best use of copy style/tone of voice

Gold The Student Housing Company (The Beautiful Meme)

Silver Pearson (Interbrand)

Bronze Rugby Football Union (Interbrand)

The Student Housing Company launched in 2010 to market and manage serviced student accommodation across the country. In a saturated market, the company wanted to become a voice of service, trust and responsiveness, and this was its brief to The Beautiful Meme. The aim was to create loyalty amongst UK and international students, parents and educational institutions, and also to sell unoccupied rooms immediately. The company's tone of voice was perceived to be at the heart of this aim.

Many of its competitors use stock shots of students having fun across their branding, along with a tone of voice which is either corporate or supposedly written from a student perspective. A popular perspective of student landlords is that they are unfriendly and incommunicative, so The Beautiful Meme saw communication and a caring voice as a vital part of the rebrand.

Instead of using puns, the name chosen for the company is simple and honest, matching the tone used within the branding which is often self-referential. The advertising is humorous without being clichéd, and also draws attention to the physical nature of the brand; for example acknowledging the fact that the poster will be on a wall.

The rebrand has received positive reviews, especially from parents dropping their children off at the accommodation for the first time, who say that it raises a smile at a potentially difficult moment. There have already been an influx of booking enquires for 2012 and visitors to the website; a sign that the new brand is on the rise.

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Best internal communication of a rebrand

Gold DSM

Silver Pearson (Interbrand)

Bronze Telefónica

Having made the transition from a diversified chemical company to a more focused life sciences and materials sciences operation, DSM used the innovative medium of a short cinema film to communicate its rebrand to employees across the globe.

22,000 DSM employees over 50 countries were invited to a total of 134 local cinema screenings over two days to see the film, which was entitled Bright Now to reflect the new brand, with its messaging 'Bright Science, Brighter Living'.

Bright Now tells the story of Jack Wang, a newspaper journalist who is charged with profiling DSM. He begins a whirlwind tour of the business, during which his perceptions are transformed from cynicism to enthusiasm.

Starring in the 45-minute production professional actors, DSM employees, and partners in the company. Filming took place over several months in diverse locations, including London, Shanghai and Heerlen, Netherlands, where the company is headquartered. A core team of six were responsible for the film along with 30 on-location staff.

Over 90 per cent of employees saw Bright Now, which was advertised through a one-minute trailer distributed via email as well as posters in the workplace. More than 96% of those who saw it rated it four out of five or higher in an opinion survey. There was also an external showing of the film attended by investors, analysts and the media.

DSM wanted to go beyond the traditional media of logo, visual identity and tagline for their rebrand, and certainly did so with this ambitious production.



Best implementation of a rebrand

Gold Global Blue (Goosebumps Brand Consultancy)

Silver Pearson (Interbrand)

Bronze Rugby Football Union (Interbrand)

Highly commended Monarch (Interbrand)

Highly commended Direct Marketing Association (Jacob Bailey)

Global Blue dominated the market when it launched in 1980, as Sweden Tax Free Shopping, a service offering tax refunds for purchases made abroad. The company went through several rebrands, resulting in the name Global Refund, but competitors offering higher commission to retailers meant that in recent years its business had eroded.

Goosebumps decided upon a name change to Global Blue as a starting point. The colour blue was incorporated across all marketing materials, along with a new logo based upon global flight paths. Global Blue already owned the tax free shopping icon, which appears in shop windows worldwide, however it did not symbolise the brand and many consumers thought it belonged to a government service.

With the old branding in millions of retailers worldwide, changing the company's image worldwide was a challenge. As majority shareholders, the approval of Barclays Private Capital was needed, which was gained by plans to combine Global Blue's business-to-business expertise with a more customer-friendly approach to attract leisure tourists.

The decision paid off: Global Blue secured its biggest ever revenue increase in the first year of the rebrand. The company has since been valued at € 1 billion, representing a threefold increase in market value.



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Best creative strategy

Gold Larix (BrandTailors)

Silver Asics (Interbrand)

Bronze Global Blue (Goosebumps Brand Consultancy)

After launching furniture store 2B within the Romanian Ambient DIY network, the furniture manufacturers Larix found that 2B's sales-orientated policy made the "shop-in-shop" appear more like a furniture showroom.

To combat its dependence on Ambient stores and DIY's communications, Larix teamed up with BrandTailors to rebrand at the beginning of 2011. 2B was redesigned as a retail brand for customers in search of home furnishing and decorating solutions and incorporated the new brand identity into its creative strategy.

The solution was built on three pillars: product diversity and availability, supporting services effectiveness and a pleasant shopping experience. To develop the new strategy, a complex auditing process of the brand and creative direction was carried out, which identified the purchasing habits, consumer expectations, brand positioning and competitor's communication tactics. Alongside this BrandTailors identified a series of competitive advantages specific to the 2B stores - the stocking system, quality control, home delivery and familiarity of the customer service.

Ideas like eliminating the word "no" from the conversations with customers were implemented to engage the employees in the brand, resulting in internal brand loyalty and higher quality customer relations.

Launching as Naturalmente, meaning "of course" in German, the furniture store was positioned as the German store with a Romanian soul. With a new symbol, rhetoric and communication platform, the new design has thoroughly contributed to the registered growth of the retail chain, with traffic and sales growing every month, and both internal and external stakeholders have registered positive feedback.



Best brand evolution

Gold Global Blue (Goosebumps Brand Consultancy)

Silver PDX (Appetite)

Bronze Telecity Group (Design by Structure)

Highly commended Ocean Outdoor (Heavenly)

Changing a brand with presence in millions of retailers and airports worldwide was not an easy challenge. Goosebumps Brand Consultancy recognised that tax free shopping service, formerly Global Refund, needed a new angle which would capture a global audience's imagination.

They decided to take a dramatic leap: to leave behind its financial administration background and become a consumer-friendly, international shopping brand. With tax refund services becoming a commodity, competition was rife. The repositioning of the brand, as a multi-product, multi-media and multi-customer outlet, was implemented, and the renamed Global Blue was able to grow into different revenue streams.

A new visual identity, including a logo, brand name, collateral and multi-media services, gave the B2B company a relationship with customers for the first time. The logo was designed to reflect Global Blue's new offer, and is saturated with the colour blue, much like all the new business literature, which as a visual continuation of the brand. The visual style bridges the gap between the B2B and B2C sides of the business, with the graphic illustration style capturing the essence of shopping and, as a result, enhancing the company's credentials as a customer facing entity.

Global Blue is now an internationally recognised brand seen on high streets all over the world, and has experienced a 98% year on year growth.

Best corporate rebrand following a merger or acquisition

Gold Archer (Brand Matters and Handsome Brands)

Silver Merseyway Shopping Centre (Studio North)

Bronze Puratos (Duval Guillaume Corporate)

Following the merger of two oil services companies, Seawell (Norway) and Allis-Chalmers Energy (USA), as well as several complementary businesses, the global oil services company Archer was formed in 2011. Archer collaborated with brand consultancies Brand Matters and Handsome Brands to create a new positioning, name and identity for the new corporation. In this vital industry, with its highly competitive global B2B market, creating a world class brand was essential.

The aim was to reflect the core attributes of the global organisation, which focuses on creating new wells, and equipping existing businesses with the ability to produce oil and gas profitably and safely. Brand strategy involved a unique corporate positioning, a bold, creative visual identity and an innovative product endorsement strategy.

Strong synergy was needed across all business communications, beginning with the company name, which reflects precision, strength and craftsmanship. The two strokes of the letter 'A' represent the firm's two business pillars, delivery and performance, and are visually supported by a strong slab serif font. The supporting line 'The well company' was implemented as a straightforward assertion of Archer's purpose, with a slicing device though the page visually symbolizing a well bore.

Since its launch in February 2011, the Archer brand has impressed employees and customers, and the company has raised over £100 million for coming acquisitions. The company is now seen by analysts as a heavyweight contender in the oil services industry.



Best corporate rebrand to reflect changed mission/values/positioning

Gold White Logistics & Storage (The Allotment)

Silver Greene King (Brand Matters and Handsome Brands)

Bronze Global Blue (Goosebumps Brand Consultancy)

Highly commended Lexis, The Recommendation Agency (The Lexis Agency)

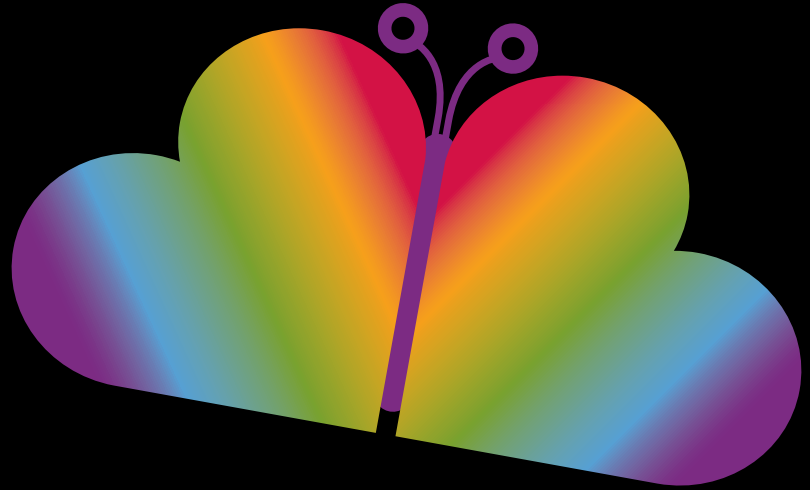
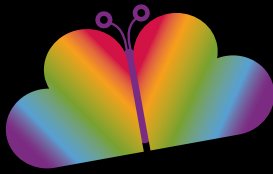
Highly commended Bauwerk Parkett (Scholtysik Niederberger Kraft AG)

The family-owned haulage business, White Logistics, developed a strategic plan with the support of the Design Council. The aim was to develop a brand identity that would capture White Logistics' knowledge of the industry while communicating their values to existing and potential customers. The Allotment came on board to help deliver that strategy, which would focus on the hidden skill in the company.

White Logistics needed a brand proposition that would communicate the company's skill and strong work ethic, as well as fitting in with the no-nonsense attitude of the industry. After conducting internal research and a series of interviews with customers, a new visual identity, company literature, employee uniforms and website featuring a brand animation were implemented. Storytelling became a key component of the design strategy and focused on revealing human stories of endeavour that support White's approach to logistics. A series of photographs were commissioned to support the stories, which positioned White's drivers as 'haulage heroes'.

The re-brand, commissioned in October 2010, was launched externally in May 2011. Staff training at all levels will ease the transition of the brand as it moves from one family generation to the next. The implementation of a focused sales strategy has strengthened customer and contact relationships, the company is confident of an increase in growth as a result of its brand development.





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Best corporate rebrand for a spinoff/new company

Gold Trapoil (Appetite)

Silver Boots Laboratories (Creative Leap)

Bronze Ink Insurance (Switch)

Highly commended RPC (Corporate Edge)

When small but successful oil and gas company Trap Oil Group decided it wanted to expand by listing on AIM, Appetite was tasked with creating a brand which stood out in a conservative market whilst also encouraging support from risk-adverse investors.

It wasn't to be an easy task: middle-tier oil companies were already struggling to convince investors that the North Sea was an attractive, low-risk option, and fears were then compounded by the BP Deepwater Horizon spill in April 2010.

Appetite was commissioned in January 2010 ahead of a planned launch on in March 2011. The rebrand needed to be complete before the launch in order to capture the City's attention and build momentum, so Appetite produced full strategic direction, articulation and creative expression, and a fully functioning website within three months.

A name change to Trapoil was implemented to avoid negative associations with the single word 'trap'. The new tagline for the business was 'Unlocking potential', and through innovative use of typography, graphics and web design created an original and stand-out image for the brand. Instead of using the industry standard sunny photographs of oil platforms, they opted for a black-and-white theme and moody North Sea photographs to emphasise Trapoil's honesty as a business.

Trapoil was commended for having a 'ready' brand prior to entering the market. It was the first successful listing of 2011 on AIM, raising £75 million.



Best brand consolidation

Gold Greene King (Handsome Brands and Brand Matters)

Bronze Tiriatic Holdings (BrandTailors)

FTSE 250 pub retailer Greene King operates over two thousand UK pubs and restaurants, and announced over £1billion in revenue back in July 2011. Its aim was to create a consistent corporate identity across all locations which its 20,000 employees could relate to, and consumers would buy into. By working together with Handsome Brands and Brand Matters, a new positioning and identity was created to consolidate the brand and to root its iconography in the heritage of the firm.

Handsome Brands wanted to create a defined proposition which focused on authenticity. The key image, a crown crossed by two arrows, is the core of the new identity. The symbol was derived from the crown crest of St Edmund, a key figure from the birthplace of Greene King, Bury St Edmunds, Suffolk. David Farey was commissioned to create a bespoke typeface, appropriately named St Edmund Sans, inspired by humanist English typography. Colours are inspired by the Suffolk landscape, with natural stone, bronze and English green consolidating the brand across the estate signage, literature, stationary and promotional items. Authentic photographs featuring families enjoying the conviviality of Green King properties reflect the brand's genuine and reliable personality.

The rebrand is currently prominent in internal communications, and will convey the "Authentic Hospitality" value of Greene King as it is gradually incorporated into its locations.





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Best rebrand of a digital property

Gold Action on Hearing Loss (Redweb)

Silver FNZ (Tayburn)

Bronze Instruct (Fairley & Associates, Hildebrand & Felt Branding)

Highly commended JTI (Corporate Edge)

Highly commended Reckitt Benckiser (The Workroom)

The Royal National Institute for the Deaf has provided research into hearing loss and impediments for 100 years. To coincide with its centenary, the RNID re-branded as Action on Hearing Loss, to appeal to a wider audience.

While it had previously undertaken extensive research into the new brand, with a logo created by branding agency Hat-trick, Redweb collaborated with Action on Hearing Loss to bring the brand into the digital space. The new website design was pivotal, being the charity's primary channel to promote education, online services, volunteering and donations. The design needed to reflect the new brand values and was subject to an immovable launch deadline.

Redweb incorporated a simpler web layout, improved the site search and introduced interactive features, including a hearing test, to make the site more user friendly. It was linked to social media networks, made compatible with mobile phones, and SEO was improved to maintain search listings despite the name change. A CMS was implemented to ensure future proofing and allow the charity to maximise its digital presence for greater effectiveness as it progressed. The inclusion of British Sign Language was an appropriate addition, which helped the charity reach out to the 9 million plus people in the UK with a hearing impediment.



Best rebrand from the public sector

Gold Stirling Castle (Corporate Edge)

When the process of restoring Stirling Castle to its Renaissance style began, it became apparent that the Scottish historical attraction needed to be repositioned as a brand. The multi-million pound restoration project was launched in summer 2011, which acted as a catalyst for revamping the identity of the castle and raising its public profile.

It was key to differentiate Stirling Castle from its main competitor, Edinburgh Castle, which has a strong emphasis on its military history. By contrast, Stirling prides itself on the journey into the characters, lives and events that are found inside its walls. Corporate Edge identified three themes that brought the castle's history to life: State and Status, Richness and Splendor, and Drama and Pageantry. These created a rich and distinctive creative platform for developing a compelling visual identity and visual style.

The new logo, which features a unicorn, was influenced by the shape of the famous circular wood-carved Stirling heads, and the greenery and countryside surrounding the castle. The logo also contains references to Scotland's coat of arms and the sculptures on the Great Hall roof. It can be found in carvings, heraldry and a major tapestry located throughout the castle. The complimentary visual style features rich patterns and textures and photographs that portray the drama the palace has to offer.

The restored palace was opened in June 2011 and Stirling Castle showed an immediate 15% growth in visitor numbers and uplift in the proportion of Scottish day visitors, before the Queen officially opened it in July.

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Best rebrand from a NFP organisation

Gold Guide Dogs (Interbrand)

Silver Merlin (Spencer du Bois)

Bronze Independent Age (Corporate Edge)

Highly commended Instruct (Fairley & Associates, Hildebrand & Felt Branding)

Guide Dogs, once renowned for its dog-shaped boxes in butchers and post offices up and down the country, has embraced a broader, harder-hitting identity as part of its rebrand. The charity, keen to promote freedom of movement for all blind and partially sighted people, worked on finding the balance between human and animal causes to capture public attention.

In collaboration with Interbrand, a new visual identity was created, inspired by the needs of the partially-sighted. The aim was to produce a tactile yet visual design which suggested active participation, and to communicate this to the charity's complex audience base and stakeholders. The identity was influenced by the design principle of high visibility, and is informed by partially-sighted responses to text and other visual stimulus.

The contrasting colours in the new identity pay homage to the original Guide Dogs palette and represent the organisation's evolution in terms of its stance and attitude, while the image of the retriever is less prominent, replaced by sparing and witty usage of canine illustrations.

The rebrand also influenced the charity's online presence, introducing an adaptable website and a dedicated YouTube channel for stakeholders. As a result, Guide Dogs has seen immediately positive results within the organisation, with the brand being praised for its digital dimension, new identity, and fresh dynamic.

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Best rebrand from the consumer services sector

Gold Greene King (Brand Matters and Handsome Brands)

Greene King was founded in 1799 and is based in Bury St Edmunds. It is a FTSE 250 pub retailer and brewer, operating 2429 pubs and restaurants across Britain and brewing IPA, Abbot, Old Speckled Hen and Belhaven Best. Greene King also holds 2% of the UK beer market and Greene King IPA is the UK's No1 cask ale.

Greene King's property diversity and evolution had weakened its corporate visual identity and created brand fragmentation. To rectify this, Handsome Brands collaborated with Brand Matters to create a brand identity for Greene King that their customers and 20,000 UK employees could buy into and identify with.

Together they created a new visual identity filled with symbolism that also reflected the brand's personality and attributes they felt customers would want to find in an authentic pub: genuine, reliable, knowledgeable, convivial and engaging. The new brandmark is based on the Crown of St Edmund (the martyred king who gave his name to Bury St Edmunds, home of Greene King) and the colour palette – green, bronze and stone – is inspired by the local Suffolk landscape. They even created an 'authentic' bespoke font, St Edmund Sans, to solidify the branding.

This rebrand is currently in the process of a gradual rollout.



Gold Little Chef (venturethree)

Little Chef is a roadside restaurant chain that was set up in 1958 and now has 162 locations across Britain. Before rebranding, it had 93% brand recognition and 10 million customers each year. However, it has suffered from underinvestment for many years, and faces competition from brand such as McDonald's and M&S.

The brand was taken over by RCapital, a UK-based private equity group, in 2007. RCapital wanted Little Chef to regain its place as Britain's favourite roadside restaurant, make it more relevant and give customers new reasons to visit, and so hired experts to develop the menu and refurbish the interiors. It also asked venturethree to revitalise and reposition this iconic British brand.

venturethree was directed to excite new customers without driving away regulars. Customers include festival goers, business professionals, families, and pensioners, so to satisfy all their curiosities, venturethree developed 'Wonderfully British' as the core, driving thought underpinning Little Chef's new brand identity.

This guided everything from food and service to packaging, environment and communications.

venturethree updated the look and feel of everything Little Chef - including Charlie, the brand's mascot - and a new colour palette was also introduced to compliment the original red with mushy pea green, raspberry ripple pink, English mustard yellow and baked bean orange, playing up British humour and iconography.

venturethree successfully managed to attract new Little Chef customers while retaining previous ones. At the same time, the new concept restaurants saw a consistent uplift of 12% or more compared to the rest of the estate.

Bronze Travelodge (Corporate Edge)

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Best rebrand from the financial services sector

Gold Global Blue (Goosebumps Brand Consultancy)

Silver Hawksford (MerchantCantos)

Bronze The Share Centre (Radley Yeldar)

Bronze FNZ (Tayburn)

Global Refund, then known as Sweden Tax Free Shopping, created the tax refund industry with its Tax Free Shopping service more than thirty years ago, which allows travellers to claim a refund on the sales tax they pay when shopping on foreign high streets. At the same time, both the retailer and Global Refund would receive a small margin of this money back. Global Refund also had an impressive 85% global market share.

However, its business was threatened by newcomers offering bigger commissions to the retailers, so Global Refund approached Goosebumps for help.

Goosebumps persuaded the risk averse management team to move away from a behind-the-scenes financial administrative brand to a highly conspicuous, consumer-friendly international shopping brand. It recommended that Global Refund form a connection with consumers to gain the upper hand with retailers and find additional revenue streams, such as multi-media services that would drive customers to affiliated stores, to reduce dependency on their tax free offers.

Goosebumps also convinced Global Refund to change its name to Global Blue. It argued the name change would take away the psychological barrier that the company only offered refunds. This also provided the chance for Global Blue to take ownership of its Tax Free Shopping icon, already known and recognised around the world, and use it to promote their new brand identity.

Global Blue has since seen a 98% year-on-year growth and a tripling valuation of the firm.



Best rebrand from the professional services sector

Gold DWF (Living Group)

Silver Futurestep (Further)

DWF is one of the fastest growing business law firms in the UK and employs approximately 1,250 people, including 124 partners. It works with small to large companies across education, energy & infrastructure, food manufacturing, healthcare, the public sector, recruitment and retail. Its representatives also work with many different types of employees including owners, CEOs, pension managers and more. DWF works with clients on a national basis from offices in Leeds, Liverpool, London, Manchester and Preston.

Like many law firms, DWF was under-branded. However, it actively wanted a new visual identity that would make it stand out in the legal sector while enhancing the firm's reputation and shift external perception from "brilliant executors" to "thought leaders".

Living Group and DWF chose to follow a "navigator" theme, so Living Group created the supporting strapline 'Go Further' and used this as the basis of the new visual identity that would portray DWF's values and personality.

From here, the degree symbol became a visual link for this concept as the circular 'd' in the logo. It created a unique set of icons representative of values, client services and sectors. Living Group also refreshed their tone of voice to compliment the visual transformation.

Since the rebrand, DWF now has a consistent identity, has seen over £200k of new business generated from the website alone and saved around £650k/year on recruitment costs.

Best rebrand from the education sector

Gold University Campus Suffolk (Radley Yeldar)

University Campus Suffolk is a joint venture between the Universities of East Anglia and Essex comprising six sites across Suffolk.

University Campus Suffolk asked Radley Yeldar, whom the University had worked with on a number of projects before, to refresh its brand. The University wanted to reposition itself and raise its profile in the world of higher education, clarifying its identity, what it stands for and what it offers, so that potential students could quickly get the message. It saw this as essential with so much competition in the higher education sector, and rising tuition fees.

Radley Yeldar developed a brand position that built on the University's unique network and a visual identity that reflected this, incorporating brand strategy, digital strategy, user experience design, digital/print design and website build. It also advised the University to use the more user-friendly acronym "UCS" and added the strapline "A network of possibilities" to suggest the benefit of connections that could be made at UCS.

Radley Yeldar created an engaging website and mini prospectus that neatly summarises everything a potential student needs to know about UCS. The two mediums work together with the print format used for quick browsing and the digital for in-depth information. UCS' educational stakeholders, including staff and students, reacted very positively to the new brand.



Best rebrand from the media & telecommunications sector

Gold Emailvision (Design by Structure)

Silver Ocean Outdoor (Heavenly)

Bronze Vertere (Interstate)

Emailvision is a French-based global provider of email, mobile and social marketing software with a significant international presence. Its customers range from those who are new to digital marketing to experienced professionals who regularly use advanced campaign tactics.

Determined to become a worldwide leader in its sector, Emailvision commissioned Design by Structure to develop a brand and multilingual online presence.

Design by Structure recognised it would need to rework Emailvision's outgrown brand image to communicate its strong global presence in relation to its US-centric competitors.

Design by Structure worked with Emailvision to achieve these goals while creating a brand that shows how passionate the company is about delivering results for clients and that it has a fast-paced entrepreneurial culture with significant investment in product development. They emphasised Emailvision's global reach and local impact, differentiated their brand colours from the colours of their two major competitors, utilised infographics and photography to increase visual appeal, re-worked the brand's tone of voice and more.

Emailvision's senior management team and San Francisco-based investors were pleased with the results. With Design by Structure's help, Emailvision nearly doubled their number of clients since 2009, saw a 40% compound annual growth rate, and has opened seven new offices since 2009.





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Best rebrand from the property sector

Gold Merseyway Shopping Centre (Studio North)

Stockport Shopping centre, Merseyway, was one of the first of its kind in 1965 when it opened its doors. Its establishment as a traditional, convenient location for retailers was to its credit; however this reputation, along with its location, made it difficult to compete with online and out-of-town sites.

To combat the potential resignation of major retailers due to decreasing footfall and subsequent decline into administration, Merseyway needed a brand that appealed to retailers who wanted to attract the Stockport customer, so collaborated with Studio North to bring about a fresh rebrand. Studio North chose to focus on the centre's main advantage – locality. Following extensive research, it appeared consumers were unaware of many of the brands on offer, so the tagline "Famous brands, fabulously close," was incorporated to represent both its creative and communications strategy. The concept of "The giving tree" was created to portray this theme, which with one glance portrays an abundance of choice within easy reach.

Merseyway also wanted their creative platform to symbolise its intrinsic connection with Stockport. The logo was designed to symbolise flowing water, representing the stilts that lay its foundations in the river Mersey.

The new design provided a flexible platform that could be used across all brand communications. Focus groups conducted in October 2011 showed an improved public perception of Merseyway, which was supported by a footfall of 750,000 more visitors. This led to the return of major retailers such as Primark and Costa Coffee, and has brought about an 18% increase in customer traffic.



Best rebrand from the retail sector

Gold Argos Bush (Bonfire CI)

Bush is one of the oldest names in British electronic technology, and was bought by the high street giants Argos in 2008. Despite stable sales performances, it was felt that the brand wasn't achieving all that it could – the quality of its products were being undersold by confusing and inconsistent branding across all communications channels.

Bonfire CI was brought in to help Bush compete with brands that were perceived as more desirable, such as Sony or Samsung. The new identity also needed to unite the various products made by Bush, in order to fit into the mass market nature of the retailer, and to capitalise on the increasing popularity of online commerce.

The new brand for Bush has been designed to draw the attention of the target audience – budget-conscious consumers – and to update the communications strategy of the company. New core messaging, focused on 'Real Life Technology', provided the foundations of the new identity, and Bonfire was also able to build on the strong presence that the Argos catalogue has among consumers to position Bush as a top technology retailer.

Bush works with suppliers internationally that present its brand to global audiences: so comprehensive guidelines were drawn up to make sure that the new identity would be dealt with consistently across language and cultural barriers and that Bush would have the same brand meaning regardless of territory.





Best rebrand by region: Baltic region

Gold Grupa Żywiec (Dragon Rouge)

Silver Onet (Dragon Rouge)

As a dominant property in the Polish beer market, Grupa Żywiec produces some of the most recognisable beers in the Baltic region, and occupies second place among brewers. The company's new brand was designed to create a sense of identity that would unite its 6000 employees, whilst maintaining important local elements. The new brand has its focal point in the symbol of a crown, updated from the previous imagery and modernised in its graphic references. Its references to Polish heritage, including the red background and the visual texture of the company's communications, root the new identity in its locality. The concentration on internal communication of the rebrand paid off with unprecedented levels of acceptance in the breweries.



Best rebrand by region: DAS

Gold Bauwerk Parkett (Scholtysik Niederberger Kraft AG)

Bauwerk's brand transformation was motivated by the changing flooring market in Germany, Austria, and Switzerland, and led to a new identity for the parquet producers, which focuses on how the company helps people to create and shape living spaces. Bauwerk wanted to reinvigorate its relationship with end consumers, and started to do so by going back to its brand story – which is about personal style – and translating this into a corporate identity. The modernised, confident, and clarified brand led to recovery in the Swiss market and strong international growth.



Best rebrand by region: Eastern Europe

Gold Țiriac Holdings (BrandTailors)

Established in the 90s by the ex-professional tennis player Ion Țiriac, Țiriac Holdings is a Romanian holding group that has operations in automotive retail, real estate, and aviation, amongst other sectors. Its corporate identity was revamped to reflect the strength of the company's vision, starting with an extensive audit. This took in the company's most visible property, the national auto dealer network. The company's ongoing value creation for its country inspired the coat of arms that makes up the new brand icon, and Țiriac Holdings' new identity is inspired by values found in national heraldry, including power and vision.

Grand Prix

The winner of the Transform Awards 2012 Grand Prix for excellence in rebranding and brand transformation is a brand that takes home five other awards tonight. Our expert judging panel was so impressed by the quality of the work that Communicate is very proud to award Pearson, and Interbrand for its work with Pearson, the night's ultimate prize.

The educational media company Pearson found itself with a difficult problem: it was doing great work through businesses such as the Financial Times, Penguin, and Longman – all of which had their own strong brands – but its reputation didn't live up to reality. Interbrand was initially briefed to improve recognition of Pearson and its achievement, but the transformation of the brand has now significantly outstripped that aim.

Pearson's new statement of purpose concludes: 'Because wherever learning flourishes, so do people.' This connection between education and people provided the impetus for so much of the company's new corporate identity, which is at once simple and vibrant, witty and elegant, diverse and unified: it encapsulates Pearson's attitude to education perfectly.

There's a sense of humour in this rebrand, which is a refreshing nod to the fact that children are a major stakeholder sector for Pearson, and for Pearson's 36,000 global employees. The illustrations that accompany the new identity are playful and based on a 'Second Look' concept, enacting the company's core position – 'Always Learning' – every time someone leans in to double check that, yes, those Russian dolls are wearing academic dress, and that yes, that one penguin is diverting from the classic logo by doing a little dance.

One of the points that sets this rebrand aside from others is that Pearson's identity hasn't just been transformed cosmetically. Interbrand worked on 'tangible business-changing ideas' with the Pearson team to ensure that the company's identity and reputation are woven into its corporate strategy for years to come, and the implementation of the rebrand has engaged every company employee in understanding the new direction.

Pearson's origins as a company were in the construction business during Britain's Industrial Revolution, in the 1800s. It has been transformed many times since then to reach its current incarnation – and this rebrand is a crucial step into a future with education at its core.



