

Communicate magazine

# Transform 2010

The UK's rebranding awards



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# Rebranding: the aftermath

Rebranding is a costly, time-consuming and risky exercise – but it can produce an upswing in coverage that makes the hard work worthwhile. With the help of Kantar Media Intelligence, we looked at two prominent rebrands to see how quickly or radically the brand accrued media attention

The rebranding programmes of The Co-operative and Aviva were two of the prominent and ambitious transformations of recent years.

The Co-operative's programme saw nearly 2,000 food stores, 375 travel branches, 90 bank branches, 264 funeral care branches, 689 pharmacies, and 19 motor dealerships rebranded in what it describes as the biggest rebrand exercise in UK corporate history. Aviva embarked on a mission to bring all of its businesses, in 20 markets globally, under the Aviva banner, advertising the change with a £10 million UK campaign.

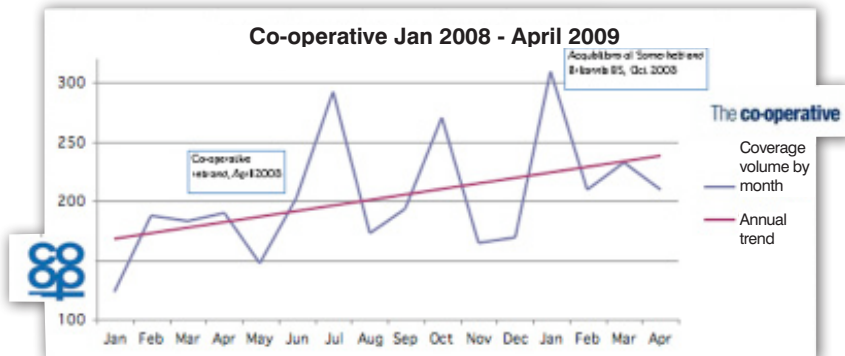
But how did the rebrands affect coverage of

the brands? Media insight provider Kantar Media Intelligence conducted an analysis of media coverage before, during and after the rebrands and, notwithstanding the fact that a host of other factors are at play, its findings make for interesting reading.

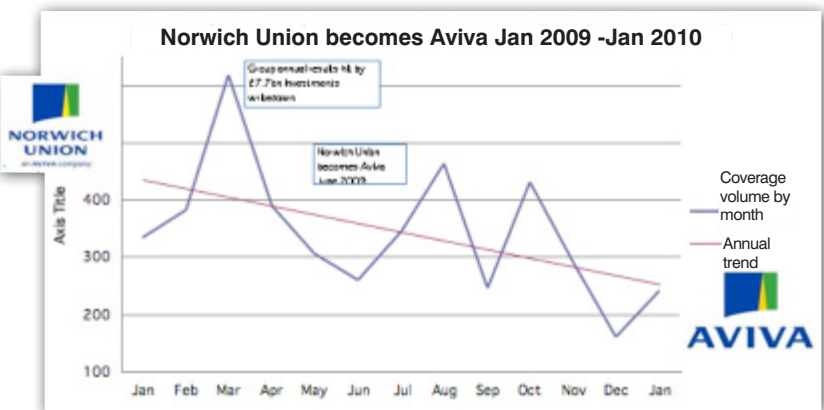
While the Co-operative has seen a steady upturn in the volume of coverage it garnered (see fig. 1), Aviva has seen a steady decline in the volume of articles in which it was a lead subject.

However, Aviva might argue both that a rebrand is a long-term programme of change, and that its new brand identity has helped to mitigate any downward trend.

"The Co-operative Group now have the critical mass necessary to deliver real change. With the successful integration behind us, we can embark on our ambitious three-year plan to invest pounds 1.5 billion to transform our retail estate under a single unified brand and build market share."  
*Peter Marks, Chief Executive*



"In a downturn . . . you tend to see consumers moving towards stronger, established and familiar insurance brands, which suggests this is not the time for a financial services brand to call itself something new". *Interbrand*  
"While the timing isn't great the fact remains that the name change makes sense because in the modern world, a non-global [brand] is a real problem to manage if you have a global business." *Publicis*



Source: Kantar Media Intelligence

# Meet the judges



## Barry Leggetter

Barry is executive director of the Association for Measurement and Evaluation of Communication (AMEC). A former journalist, he joined AMEC in 2007 after a 25-year career in PR. He is a Fellow of the Chartered Institute of Public Relations (CIPR) in recognition of his "outstanding contribution" to the UK PR industry.



## David Chapple

David is chief executive of branding, design and digital agency Bostock and Pollitt. His early career was spent in advertising as a director of WCRS and BMP DDB, working with Sony, Prudential and RBS. He now advises clients on branding and communications.



## Donna Cresswell

Formerly head of communications for the Motor Neurone Disease Association, Donna has been a marketing and communications expert for over 20 years. As head of communications for Carlsberg UK, she introduced a new corporate identity, and led a top-to-bottom rebrand while at the MNDA.



## Graham Hales

Graham is MD of Interbrand London, having joined as executive director in 2004. He became global head of the firm's corporate communications in 2007 and took up the leadership of Interbrand in London in 2009. He is a regular conference speaker, columnist and media commentator on branding.



## Cheryl Geovannoni

Cheryl was appointed managing director of Landor Associates' London office in 2005 and after two years was appointed European president. During her time at Landor, Cheryl has worked on a broad range of branding programmes including Morrisons, Medi-Clinic, Union Properties and BP.



## Peter Matthews

Peter is founder and managing director of branding agency Nucleus. He is a leading brand consultant with 30 years' experience. He has a wealth of experience in creating new brands from scratch, refreshing brand propositions and identities, and M&A-led brand rationalisations and valuations.



## Francis Ingham

Francis is director general of the PRCA, the professional body that represents UK PR agencies. He has previously worked for the Conservative Party, and as senior policy adviser at the CBI. He also spent four years as a London councillor, was on the board of a think tank, and served as vice chairman of an NHS trust.



## Sarah Probert

Sarah Probert is marketing director at Research In Motion. Prior to this role, she was responsible for introducing the BlackBerry solution and establishing the BlackBerry brand in new markets throughout EMEA. She has previously held marketing positions at Cisco, Viewgate Networks and Guinness GB.



## Bill Darling

Bill is London creative director at branding agency Saffron, and has led projects for clients representing diverse disciplines from law firms to large retailers. Before joining Saffron, Bill was a creative lead at Wolff Olins in New York and previously spent three years at Ogilvy and Mather's Brand Integration Group (BIG) in New York.



## Fred Burt

Fred is MD of brand consultancy Siegel+Gale's UK office and oversees their European operations, having joined in June 2008. He has worked in branding for 15 years and has led major brand assignments, most recently for AT&T and Procter & Gamble.



## Brigid McMullen

Brigid is founder and MD at The Workroom, a marketing and brand communications agency. Prior to The Workroom, she worked at Dewe Rogerson, The Partners and Fitch & Co, overseeing the creative output on major brand strategy projects in the retail and corporate sectors.



## John Gavin

John Gavin, is co-founder and award winning creative director of visual communications agency Thoughtomatic. He has amassed a vast amount of experience over 15 years, working with a diverse range of clients from FTSE 100 companies to individuals on naming, branding, and digital media.

## The criteria

What makes for a good rebrand? While brands by their nature are judged subjectively, our panel of judges looked to identify brand transformations that:

- took the organisation a clear step closer to its strategic objectives
- demonstrate a consistency of thought from brief to execution were distinctive, robust and clear
- have shown innovative thought or exceeded expectations

Gold awards were awarded not merely to entries that scored highest in their respective categories, but to those the judges deemed to have achieved excellence.

# Who won what

	Category	Award	Winner
Content	Best overall visual identity	Gold	Directgov
		Silver	AkzoNobel
		Silver	Reckitt Benckiser
	Best brand architecture	Gold	The Co-operative
	Best copy style/tone of voice	Gold	Parasol
Process		Bronze	Action for Children
	Best use of web/digital	Silver	BCS
	Best campaign to advertise a corporate rebrand	Gold	Aviva
		Silver	The Co-operative
		Bronze	Action for Children
	Best internal communication of a rebrand	Gold	Aviva
		Silver	Reckitt Benckiser
		Bronze	Action for Children
	Best implementation of a rebrand	Gold	RSA
		Silver	Grant Thornton
Outcome		Bronze	Ponti's
	Greatest likely business impact of a rebrand	Gold	Holiday Inn
		Silver	Morrisons
	Best evaluation process	Gold	The Co-operative
Type		Silver	Grant Thornton
		Bronze	Action for Children
	Best corporate rebrand following a merger or acquisition	Gold	AkzoNobel
		Silver	Thomson Reuters
	Best corporate rebrand to reflect changed mission, values or positioning	Gold	Citroën
		Silver	Parasol
		Bronze	Aviva
	Best corporate rebrand for a spin-off or new company	Gold	International Islamic Trade Finance Corporation
	Best rebrand for a service	Bronze	Cinven
	Best rebrand for a non-for-profit organization	Gold	International Islamic Trade Finance Corporation
		Silver	Breast Cancer Care
		Bronze	Breakthrough Breast Cancer
		Bronze	Peace Direct
	Best rebrand from the public sector	Gold	King's Health Partners
		Silver	Petroc
	Best national rebrand	Gold	The Co-operative
		Silver	Aviva
		Bronze	Access Self Storage
		Silver	Petroc
Best rebrands by sector	Best regional rebrand	Gold	AkzoNobel
	Chemicals	Gold	Aviva
	Insurance	Silver	DSGi – Currys
	Retail	Gold	Grant Thornton
	Financial services	Silver	Parasol
	Household goods	Bronze	Rothschild Private Banking & Trust
		Gold	Reckitt Benckiser
	Grand Prix for excellence in rebranding		The Co-operative





## Best overall visual identity

### Gold award winner: Directgov

The Government is rationalising the number of its public-facing websites to build a stronger emotional relationship with people.

'Directgov' is its number one brand, but user insight revealed that the brand and website were unappealing and hard to use. A new identity was needed to create an inviting, easy-to-use experience.

The site itself lacked clear information architecture, navigation and clear search guidance and, above all, a real sense of personality.

That personality arrived in the form of the Directgov Dog, a character devised to act as a visual symbol for the brand. The dog invests the Directgov brand with warmth and humanity while being simple enough to work across all media.

Based on the arrow symbol that's part of the existing visual identity in the letter 'D', he literally points people in the right direction. The design uses the Directgov brand colours of orange and black to foster brand recognition

Visits to the site have increased from 3 million a month to 4 million and transactions are up by 15%.



= Silver:  
**AkzoNobel**

= Silver:  
**Reckitt Benckiser**

## Best brand architecture

### Gold award winner: The Co-operative

Winning company The Co-operative took a strategic leap to bring 4,500 outlets under one 'umbrella' brand.

A portfolio of food, travel, pharmacy, funerals, financial services, legal services, motors and online electrical retailing called for serious thought as to how the corporate brand and sub-brands related to and supported each other.

Working with branding agency Pentagram, The Co-operative settled on a monolithic solution, joining a 'family of likeminded businesses and activities' in a co-operative experience.

The architecture compliments the brand strategy in delivering honest, straightforward, appropriate naming solutions for a range of related businesses.

The Co-operative logotype says who and what the organisation is. And alongside a clean and accessible typographical style, the use of colour helps individual businesses to set the tone for customer experiences.

Nearly 2,000 food stores, 375 travel branches, 90 bank branches, 264 funeral branches, 689 pharmacies, and 19 motor dealerships have been rebranded.





## Best copy style/tone of voice

### Gold award winner: Parasol

Parasol has taken care of the invoicing, tax and expenses of more than 32,000 contractors and freelancers since launching in 2000.

While creating a new brand identity for the company and its sub-brands, branding agency Studio North sought a verbal style that would support Parasol's strategic business objectives to grow and diversify its product and service offer. It needed to stand out yet be flexible enough to work across different sectors and had to be truthful, transparent and infinitely accessible.

Studio North reviewed Parasol's brand landscape and realised the company wanted to communicate what it does in an unexpected way. It didn't want to be a dry, corporate professional services company. It wanted an identity that was bright, engaging and down-to-earth.

And so a bright tone of voice was developed, much of it communicated through brand ambassador 'Lance Freer' who was created to embody Parasol's company values – spirited, positive and straightforward.

The rebrand has seen an 8% increase in sales and a 28% increase in customer reactivation. The tone of voice brings an element of fun into a dry industry.



Bronze:  
Action For Children

## Best use of web/digital

### Silver award winner: BCS

When research revealed that BCS, the British Computer Society, was losing relevance, it embarked on an 18-month transformation programme in partnership with agency UffindellWest. Central to the rebrand was the design of a new best in class website.

New content was key to making it the industry 'go to' website while new navigation made the services easy to access. BCS commissioned a full analysis of the site's user experience and designed a simplified application process plus a new networking solution for members.

Online advertising, search engine and social media optimisation were used to drive traffic to the new site. On the launch day, a debate on 'IT and economic recovery' chaired by newscaster John Humphreys was filmed and posted on the website.

Post-rebrand, the site welcomed more than 70,000 extra visitors in the first month. Page views increased by nearly half a million and exposure via social media and search engines grew rapidly. Visits to the membership pages have increased by 36% and to the qualification pages by 29% since the relaunch.







## Best campaign to advertise a corporate rebrand

Gold award winner: **Aviva**

When Norwich Union took on the brand of parent company Aviva, advertising needed to ensure customers were not lost during the transition.

Aviva decided to use borrowed interest in celebrities. TV ads showed famous individuals like Bruce Willis explaining how changing their names helped them achieve a change in fortune and attitude. The idea was simple: "Sometimes a change of name is more than just a change of name".

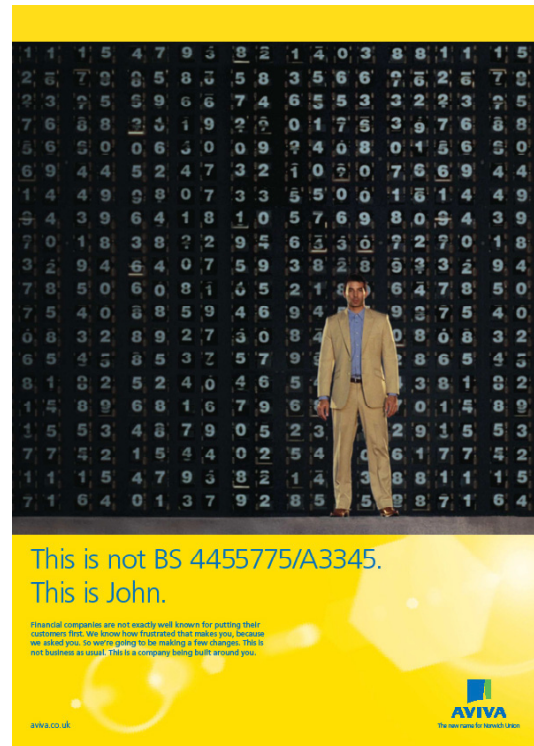
Created by ad agency Abbott Mead Vickers BBDO, the advertising saw the number of people who knew that Norwich Union was changing its name leap from 32% to 79%.

Silver:

**The Co-operative**

Bronze:

**Action for Children**



## Best internal communication of a rebrand

Gold award winner: **Aviva**

To keep employees informed of what the rebrand would mean for them, an education pack was sent to every employee worldwide. Packaged like a film reel, 'This is Showtime' was tailored to complement local branding campaigns and ensure employees were kept informed ahead of customers.

Meanwhile, Aviva felt employees needed to celebrate the milestone. In June 2009, it held a 24-hour global online event, 'Becoming One Aviva', bringing together 54,000 people. A communications campaign preceded the event and a new intranet was launched on the day with discussion forums, polls and competitions.

Silver:

**Reckitt Benckiser**

Bronze:

**Action for Children**

## Best implementation of a rebrand

Gold award winner: **RSA**

General insurer Royal & SunAlliance's corporate brand lacked clarity and differentiation. So, in partnership with Interbrand, the company re-launched as RSA, with a powerful brand position – 'Keeping You Moving' – and a new visual and verbal brand expression.

To ensure consistency, Interbrand developed over 300 templates, an online image library, a centralised approval process and Brand Helpdesk and a digital brand management system.

The RSA rebrand has united diverse local brands under one core proposition, leading to deeper customer and client relationships, increased stand out and sustainable, profitable business.

Silver:

**Grant Thornton**

Bronze:

**Ponti's**





## Greatest likely business impact of a rebrand

### Gold award winner: Holiday Inn

Holiday Inn is the largest hotel brand in the world. But despite long standing success, its relevance was at risk. Radical change was needed.

Interbrand's goal was to infuse a more premium, modern feel while also retaining the key core brand equities. It developed a powerful brand positioning, 'Championing the Real World', and a completely refreshed visual identity.

But to truly have an impact, the brand needed to be accurately and effectively implemented. So aspects such as the creation of curb appeal, the sensory experience, the check-in moment, and the bedding and bath experiences were all completely re-designed.

The re-launch is expected to generate significantly higher revenue for the brand, as well as an enhanced return on investment for the room's owners.

In April 2009, *The Times* wrote: 'Early results suggest that the £680 million revamp is working where it matters – along the bottom line. Holiday Inns that have undergone the revamp...are reporting a strong rise in revenues.'



Silver:  
**Morrisons**

## Best evaluation process

### Gold award winner: The Co-operative

The cornerstone of The Co-operative's rebrand? Research, research, research. And that's an approach that is still ongoing, with the firm closely evaluating the outcome of the transformation.

Before the new brand identity was rolled out nationally, the group undertook Pilot Brand project research to identify any uplift in sales in rebranded stores, and to enable testing and refinement.

It also monitored its Corporate Reputation Index (CRI) to measure brand perception relative to competitors and determine whether corporate reputation increased year on year following the rebrand.

To maintain standards, mystery-shopping ensured a store was at an excellent level before being allowed to rebrand. Standards are measured on a regular basis. Similarly, customer satisfaction surveys are performed at key trading businesses.

It even analysed advertising effectiveness. 'Project Dandelion' tracked the impact of the rebrand marketing campaign throughout 2009, and PR tracking analysed how well it communicated the rebrand to consumers.



Silver:  
**Grant Thornton**  
Bronze:  
**Action for Children**

## Best corporate rebrand following a merger or acquisition

Gold award winner: **AkzoNobel**

With the acquisition of ICI, the divestment of its pharmaceutical activities and major restructuring, 2008 was a year of change for AkzoNobel. But the global launch of the new company called for a new corporate identity and brand strategy.

The existing brand was underperforming. Research showed AkzoNobel's constituent parts were not perceived as being part of a coherent whole and there was little sense of belonging among employees.

Working with Pentagram, AkzoNobel set about creating a unified face. A brand positioning of 'Tomorrow's Answers Today' was married with a new visual identity – a redesigned version of the company's much-loved logo, affectionately known to everyone within AkzoNobel as 'Bruce'.

The identity established a confident tone of voice, and laid down principles for the use of colour, photography, imagery and layout. Consistency has been maintained not only through the 600-page book of guidelines, but also an online brand centre run by AkzoNobel's internal brand team and an 'OnBrand approvals' process manned by Pentagram.



Silver:  
**Thomson Reuters**

## Best corporate rebrand to reflect changed mission, values or positioning

Gold award winner: **Citroën**

Citroën had lost its lustre. It needed to reignite consumer desire, reaffirm its position in the French market, and position itself in new international markets.

So it asked Landor to create a new brand story that would redefine Citroën's value to consumers. The result was Créative Technologie and, around this concept, Landor redesigned the logo in three-dimensions and created a new typography as well as a visual universe in which white is predominant.

With consistency ensured by over 800 pages of guidelines, Landor developed and produced 340 applications in more than 80 countries. It also created a new tone of voice for Citroën's diverse audiences and profoundly transformed Citroën's dealerships network.

The new Citroën brand was launched in February 2009. And in spite of the automotive slump, Citroën reported a 19.5% sales increase in April of that year. It has also jumped from 13th most favourite to the most favourite brand in France according to IPSOS.



Silver:  
**Parasol**  
Bronze:  
**Aviva**





## Best corporate rebrand for a spin-off or new company

Gold award winner: **International Islamic Trade Finance Corporation (ITFC)**

In 2007, the Islamic Development Bank announced it was spinning off its trade finance arm to create the International Islamic Trade Finance Corporation. But it wanted ITFC to shed IDB's bureaucratic and old-fashioned look and feel, to encourage staff to be more commercial and less bureaucratic.

Siegel+Gale was engaged to position ITFC as a leader in Shari'ah-compliant trade finance. It had to develop measurable attributes that would define brand success and design an identity that was fresh, distinct and exciting.

The agency developed the brand positioning of 'advancing trade, improving lives' and created a new brand identity – a dynamic, colourful and modern representation of ever-expanding connections. The look and feel combined gravitas with a freshness and vitality that represented the spirit of the organisation.

Siegel+Gale also developed an internal engagement programme, 'Get Connected'. This centred around a one day workshop with employees in Jeddah, allowing them to interrogate the brand values in terms of their day-to-day roles.



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## Best rebrand of a service

Bronze award winner: **Cinven**

European buyout firm Cinven acquires companies that require an equity investment of 100 million or more. But after a period of considerable change within the company and the private equity industry as a whole, it felt that the branding of its business offering had lagged.

The challenge was made all the more pressing by the publication of the Walker Report in 2007 which required all private equity firms to communicate more proactively and transparently with stakeholders.

A detailed perception audit and competition analysis helped Cinven – working with Pauffley and FHD – to create an identity that would recalibrate its position in the marketplace.

Launched externally in August 2008, the identity has already helped to clarify and reinforce Cinven's desired positioning.



Silver:  
**Parasol**  
Bronze:  
**Aviva**

## Best rebrand from a not-for-profit organisation

Gold award winner: **International Islamic Trade Finance Corporation**

The International Islamic Trade Finance Corporation was a spin off from the Islamic Development Bank.

It was keen to establish itself as a leader in Shari'ah-compliant trade finance, and as the provider of choice by creating an emotional brand to compete more effectively with other Shari'ah-compliant financial service businesses in the Islamic world.

Branding consultancy Siegel+Gale was engaged to create a new brand identity that was fresh, distinct and exciting. It was also asked to develop a series of measurable attributes that could later be used to define brand success.

Siegel+Gale began by looking closely at the target audiences of the business: trade finance and trade

promotion organisations, on both a regional and local level in Islamic territories. It also had to understand what motivated potential employees in Saudi Arabia and internationally in Islamic countries with a view to attracting new employees.

The new identity encapsulated ITFC's vision to share and apply their intra-trade skills. Comprising of a symbol of twelve interlocking arrows radiating from the centre, the marque reflects the essence of partnership; bringing people together, strong connections and the technical excellence associated with their business.

Internal engagement based around the theme of "Get Connected" helped employees to interrogate the brand values in terms of their day-to-day roles.

Silver:  
**Breast Cancer Care**  
= Bronze:  
**Breakthrough**  
**Breast Cancer**  
= Bronze:  
**Peace Direct**



## Best rebrand from the public sector

Gold award winner: **King's Health Partners**

In 2007, King's College London, Guy's and St Thomas' King's College Hospital and South London and Maudsley set about establishing an Academic Health Science Centre to allow closer collaboration between a research-led university and top clinicians. With the four partners retaining their own respective brands, the AHSC would be both a standalone and endorsement brand.

During 2008, agency FHD undertook extensive research exploring the brand equity of the partner organisations and a range of alternative naming routes. The result of these insights was FHD's realisation of the King's Health Partners name and logo – a rainbow representation of genetics and people – supported by the phrase 'Pioneering better health for all'. The branding is unique, forward-looking and a major differentiator from all other AHSCs.

The DNA-related image references the role that KCL played in the discovery of the double helix while the rainbow of people is representative of London's multi-ethnicity.



Silver:  
**Petroc**

## Best national rebrand

### Gold award winner: **The Co-operative**

Deciding to undertake the biggest refurbishment and rebrand exercise in UK corporate history wasn't an easy decision. But The Co-operative felt the collective strength of its brand wasn't being realised. It simply wasn't seen as one organisation.

So the UK's largest mutual retailer invested £1.6 billion in a brand transformation, supported by the largest marketing campaign it had ever undertaken.

The strategy focused on a brand proposition that unites all of its businesses: 'successful business with integrity'. This was explicitly manifested in the phrase 'good for everyone'.

It also identified ways to bring each brand to life within their sector. Businesses developed consistent solutions within the brand architecture that added to the overall weight of the brand essence that The Co-operative is about: 'changing business for good'.

The rebranded Co-operative group has seen 'organic' sales growth, undertaken major M&A and enjoyed a huge increase in membership.



Silver:  
**Aviva**  
Bronze:  
**Access Self Storage**

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## Best regional rebrand

### Silver award winner: **Petroc**

The newly-merged North Devon and East Devon Colleges knew they needed a unified front in their outward offering.

The combined institution had no over-arching character to help differentiate it. Interbrand's challenge was to rebrand the new institution, to raise the profile of the new college and reposition it as a leading institution above and beyond the reach of the immediate region.

Before any design work was undertaken, a new name – Petroc – was chosen. It was designed to function without descriptors such as 'Devon' or 'College' to become, in effect, a new category of one.

The supergraphic, distilled from elements of the region's topography and colours, also redefines traditional notions of Devon, giving the landscape a warm, vibrant, contemporary feel. Never used in its entirety, the brand guidelines supply a series of active cuts, focusing on a detail.

The rebrand entity now speaks with a new tone of voice, expressing the brand in simple, clear language delivered directly, convincingly and personally.





## Best rebrands by sector

### Chemicals

#### Gold award winner: **AkzoNobel**

AkzoNobel's research showed its brand image lagged behind many of its competitors.

Pentagram's visual identity programme positioned the brand as 'Tomorrow's Answers Today'. This bold statement captured AkzoNobel's desire to deliver on

new ideas and differentiated it from competitors who all spoke a similar language of incremental product improvement. As a short and impactful promise, it was compelling enough to work both internally and externally.

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### Insurance

#### Gold award winner: **Aviva**

Achieving cut-through in the crowded UK insurance market isn't easy – and research suggested Norwich Union was perceived as staid and parochial. So, as part of a new strategy to rebrand all Aviva businesses under a single brand identity, it underwent a transformation.

The Aviva identity included a new brand property –the sunbeam –to emphasise a positive, aspirational sense of liveliness. A lighter, more personable typeface was introduced and a tone of voice which was personal, expert and energetic.

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### Retail

#### Silver award winner: **DSGi-Currys**

In 2008 branding agency Dalziel and Pow was appointed to help DSGi with the strategic turnaround of the Curry's and Curry's Digital brands. The firm wanted to reposition the brands from 'discount warehouse' to 'quality retailer'.

Dalziel and Pow created a new brand identity, in-store navigation and POS that, according to customer feedback, looks contemporary but still retains a value element. Curry's plans to bring all of its stores in line with the new scheme.

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### Financial services

#### Gold award winner: **Grant Thornton**

When global accountancy network Grant Thornton International sought to create a strong and consistent global brand, it appointed design agency Pentagram to develop a new corporate identity.

Research showed its peers were all using similar imagery with nearly all logos in corporate blue. So the logo was completely redesigned with a new typeface,

symbol and colour. A custom-designed, sans-serif typeface was chosen and the long-standing "GT" monogram was exchanged for a symbol based on the Möbius loop. Existing imagery was replaced with hand-drawn pictures.

The new brand has been taken up in over 90 countries and over 500 offices.

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### Household goods

#### Gold award winner: **Reckitt Benckiser**

The brand behind Nurofen, Dettol, Finish, Vanish and Cillit Bang needed to raise its profile. It engaged The Workroom to develop a brand that would differentiate it from its peer group of Unilever, P&G and Henkel.

Extensive stakeholder research confirmed Reckitt Benckiser was the driving force behind its Powerbrands. This realisation helped The Workroom

to define the new positioning, 'The Power behind the Powerbrands'.

Clarified tone of voice, refreshed corporate values and new visual language inspired by the characteristics of a high performance sport kite now accurately reflects what the business is all about - power, speed, agility, spirit and drive.

Silver:  
**Parasol**  
Bronze:  
**Rothschild Private  
Banking & Trust**



## Grand Prix for excellence in rebranding

### Winner: The Co-operative

The need for a brand transformation was clear. The Co-operative brand was perceived as ‘flat cap’ and dated and its key point of difference – that of responsible commerce through member ownership and control – had become all but invisible. More than that, the group’s share of the grocery market had shrunk, its patchwork high street presence was divisive and incoherent, and the ‘Co-op’ brand name had become synonymous with low quality and dated retail.

Of course, with interests in food, travel, pharmacy, funerals, financial services, legal services, motors and online electrical retailing, selecting an identity that snugly fit the different business lines was going to be tough.

Yet, from conception to execution, the rebranding of The Co-operative demonstrated clear strategic thinking, an understanding of key audiences and creative zest – an impressive enough combination to scoop the inaugural Transform Grand Prix for excellence in rebranding.

For the brand redesign, The Co-operative turned to Pentagram and asked it to create an identity based not on a fashionable, snazzy new logo but on authenticity – one that embodied the values of the group. They focused on the brand proposition that unites all of The Co-operative businesses and makes it stand apart from competitors: ‘The Co-operative; successful business with integrity’. This brand proposition is manifested in the phrase ‘good for everyone’.

Pentagram set about designing a visual identity that would reconnect the business with the fundamental principles of fairness, responsibility and community ownership. At the centre of this was a logotype that was pragmatic, confident and straightforward. It also decided put “The” in front of the name to make it unique and exclusive.

Transform’s panel of judges was particularly impressed with the way the group communicated its rebrand to internal and external audiences.

It created an identity system that could be delivered across the whole Co-operative experience and started the process of change with an internal initiative called ‘Together’ which rallied employees behind one common business vision.

And last February, it aired the brand advert, Seeds of Change, soundtracked by ‘Blowin’ in the Wind’, the first time a Bob Dylan song had been



used on a television commercial.

Within one year of the relaunch the Co-operative Group had rebranded over 1,800 outlets, attracted more than 1 million new members and had completed the £1.5 billion acquisition of rival grocery retailer Somerfield.

