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Think digital, **Think Freestyle**

## Welcome

Welcome to the Transform Awards 2011, our second annual celebration of rebranding, repositioning and brand transformation.

We're delighted that this year's Transform Awards have captured the imagination of the branding community, with a higher attendance and a greater volume of entries than last year – not to mention a stronger calibre of entries.

Our judges were especially pleased to see so much brand thinking centred around strategy, with organisations acknowledging that a brand transformation is a far greater undertaking than a simple logo refresh.

Congratulations to all the shortlisted entries and especially to those who have won. Our thanks also to our sponsors and to all of you for coming along tonight.

In this booklet, you'll find more detail on tonight's winners – because as well as saluting the victors, the aim of Transform is to provide a benchmark for rebranding excellence.

All the best,

Neil Gibbons

## Contents

- 04 Making a splash
- 07 Meet the judges
- 08 The judging process
- 10 Who won what

## The Awards

### Content

- 13 Best overall visual identity
- Best brand architecture solution
- 15 Best use of copy style/tone of voice

### Process

- 16 Best external stakeholder relations during a rebrand
- Best internal communication of a rebrand
- 17 Best implementation of a rebrand

### Strategy

- 19 Best creative strategy
- Best brand evolution
- 20 Best integration of brand and business strategy

### Outcome

- 21 Greatest likely business impact of a rebrand

### Type

- 23 Best corporate rebrand following a merger or acquisition
- Best corporate rebrand to reflect changed mission, values or positioning
- 24 Best corporate rebrand for a spin-off or new company
- Best brand consolidation
- 25 Best rebrand of a digital property
- Best rebrand from the public sector
- 26 Best rebrand from a not-for-profit organisation
- Best rebrand of a region
- 27 Best rebrand by sector
- 28 Best rebrand by region
- 29 Best multi-country rebrand
- Best global rebrand

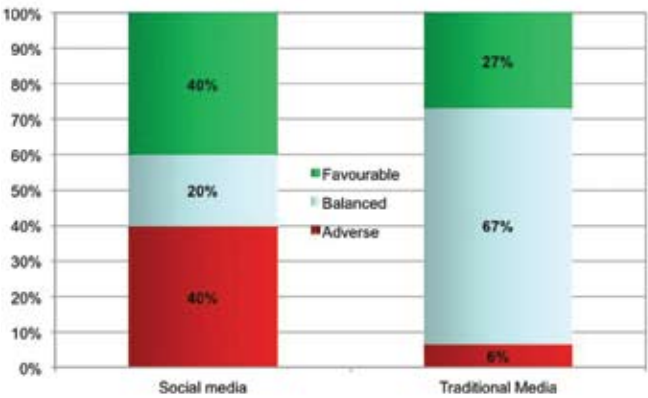
- 30 Grand Prix for excellence in rebranding

Making a splash

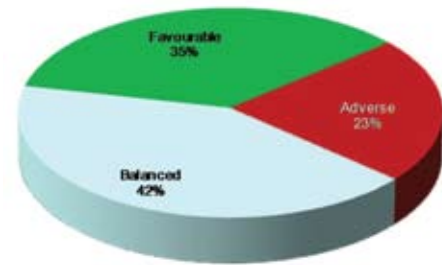
So you’ve planned, designed and implemented a new brand identity? Time to gauge the reaction of the outside world. We asked Kantar Media Precis to track mentions of the three most talked-about rebrands in the Transform Awards 2011

After the toil of the brand transformation, those involved in the rebranding process nervously await the immediate reaction. The initial response of the media goes a long way to indicating whether the work was a success or failure.

Rather than gathering a vague sense of sentiment, we sought a more scientific analysis. So here, media evaluation specialist Kantar Media Precis zones in on coverage of McDonald's, pwc and UKTV in the UK media to determine whether their new identities were favourably received.



McDonald's Tonicity by Media Type

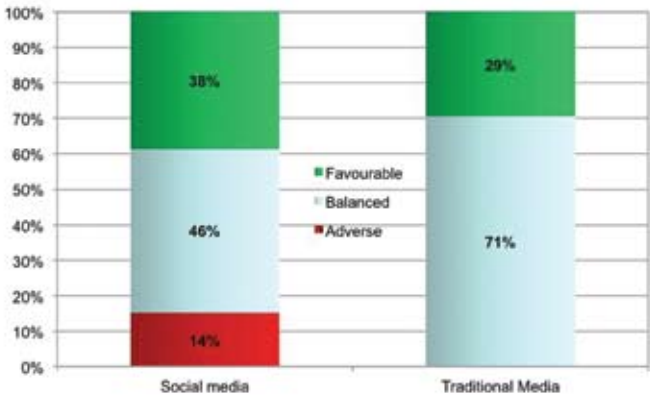


McDonald's Split by Tone

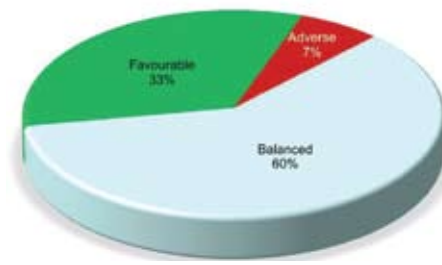
McDonald's

Over one third of McDonald's mentions were positive in tone – the highest proportion of all three tracked companies. However, McDonald's also received a high proportion of unfavourable coverage at 23%. Public opinion is therefore split over the success of the rebrand.

Positive and critical comment was higher in social media than traditional media. Traditional media took a more balanced view, but positive mentions were still over a quarter of all coverage from traditional media.



UKTV Tonicity by Media Type

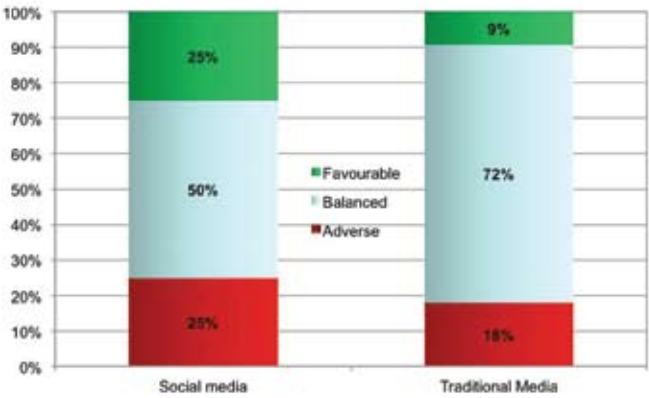


UKTV Split by Tone

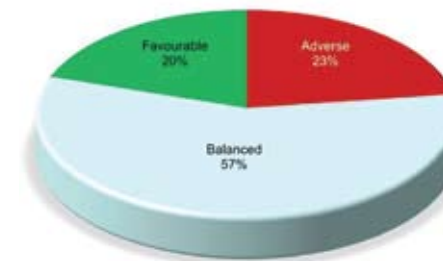
UKTV

UKTV received the least amount of adverse coverage within the UK media. Furthermore, favourable mentions accounted for a third of all UKTV coverage in connection with the rebrand. It also obtained the highest proportion of balanced mentions, compared to McDonald's and pwc.

Social media achieved the highest proportion of favourable UKTV coverage. Unlike McDonald's and pwc, there were fewer adverse social media mentions of UKTV than positive coverage.



PwC Tonicity by Media Type



PwC Split by Tone

PwC

Nearly a quarter of PwC's mentions were unfavourable in tone, and its rebrand attracted the fewest positive mentions.

Over two-thirds of PwC's coverage came from social media, suggesting its brand is well-established on blogs and forums.

There were equal volumes of positive and negative social media coverage. However, PwC drew a relatively high proportion of adverse traditional media mentions compared to McDonald's or UKTV.

\*Mainstream Media: newspapers; magazines; TV, radio, internet. Social Media: blogs, forums, boards, review sites.





# Rebranding is complex

Plan the best route before setting out

Rebrand Process Management  
Visual Identity Management  
Brand Improvement

Endpoint was formed out of a desire to improve how brands are applied. We leave the brand strategy, positioning and creative to others and concentrate on supporting internal teams in the delivery and management of their branded assets and environments. We call this Brands applied.

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## Meet the Judges

### 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.



**Kristian Mills**  
Kristian joined the Co-operative Group in 1998 and worked in a number of food Brand and Marketing roles before joining Group Marketing. Following the refreshed brand proposition, standards and identity, the Co-operative currently has a brand value of £2.88 billion



**David Gallagher**  
David is president of Ketchum Pleon's European operations, CEO of Ketchum Pleon London, and on Ketchum's global Executive Committee. Chairman of the PRCA and on the ICCO executive board, David also served on the International Finance Committee for Obama-Biden 2008.



**Jason Little**  
As creative director in the Paris office of Landor Associates, Jason is responsible for driving and maintaining the overall creative vision of the studio. His successful identity and branding programs include work on the City of Melbourne and the National Heart Foundation.



**Marc Cloosterman**  
Marc is CEO of VIM Group, with a business administration, marketing and business development background. VIM Group helps organisations implement and manage brands. Its global representatives have carried over a thousand brand implementations over the last two decades.



**Florian Dengler**  
Florian is executive creative director at MetaDesign, Berlin. He started his career in 2005 at leading multimedia agency Pixelpark, before becoming VP Digital Media Europe at frogdesign. Florian has written on Branding and Digital Media, and lectured at numerous conferences.



**Peter Matthews**  
Peter is the founder and managing director of Nucleus. Peter has also been involved in e-commerce since the earliest days of the internet and, following the acquisition of Hallmark-ip in 2004, pioneered integrated brand+digital+intellectual property consulting.



**Cristián Saracco**  
Cristián is the co-founder and CEO of Allegro 234, based in Madrid. He has worked in over 20 countries and his clients have included Citibank, Coca-Cola, Deutsche Bank, Mercedes-Benz and Telefónica.



**Ruedi Alexander Müller-Beyeler**  
Ruedi is a founding partner and chairman of Tatin Scoping Complexity, specialists in designing change and innovation. He was previously chairman and CEO of Nose Design. He also led the establishment of the Zurich University of Applied Arts.



**Rasmus Bech Hanssen**  
Rasmus is a senior partner at Kontrapunkt, a brand and design agency based in Copenhagen and Tokyo, known for its pioneering brand work for clients including Novo Nordisk, IKEA and United Nations. He advises on strategy and leads Kontrapunkt's digital offerings.



**James Beveridge**  
Further's creative director James joined in 2009. His experience includes brand development and corporate reporting projects for Candover and Bridgepoint Capital. James is currently developing an internal engagement programme, 'Showing we care' for NHS Foundation Trust Guy's & St Thomas' Hospitals.



**Fred Burt**  
Fred is managing director of Siegel+Gale. Previous roles include head of naming and managing director at Interbrand New York, and he has extensive business development and digital brand management experience. Fred has led major assignments including AT&T, GlaxoSmithKline, and Shell.



**Angus Hyland**  
Angus became a partner at Pentagram after a decade running his own studio. He has worked with a wide range of clients including AkzoNobel and the BBC. Angus curated Picture This, and is consultant creative director to Laurence King Publishing.



**Gavin Ellwood**  
Gavin is the founding director of Ellwood & Atfield, Europe's largest search firm specialising in communications. Recent clients include American Express, Aviva, Starbucks and Tesco. Gavin is an Executive Committee member and honorary treasurer of the CIPR Government Affairs Group.



**Stephen Pain**  
Stephen is currently acting VP Global Communications, Unilever, and principal of Age of Good Consulting Ltd, an independent consultancy specialising in aligning business, brand and communication strategies to help organisations define, build and measure a 'good' reputation.



**Vikki Chowney**  
Vikki is editor of Reputation Online, the latest addition to new media age. She also co-founded The Really Mobile Project. Vikki previously worked as a freelance writer for brands such as Talk Talk, Big Yellow Self Storage and WCAFI.



**Neel Bradham**  
Neel is senior vice president, Sales and Marketing, for InterfaceFLOR, a division of the global manufacturer of environmentally responsible modular floor coverings Interface Inc. Neel joined Interface in 2003, and previously worked in investment banking and strategy consulting.



**Francis Ingham**  
Francis is chief executive of the PRCA. He previously worked at the CIPR, and in public affairs roles at the CBI and the Conservative Party. He is a Director of the Speakers' Corner Trust and the UK Public Affairs Council.



**Julian Dailly**  
Julian is director of valuation at Interbrand. Interbrand's valuation practice is responsible for the quality of brand valuation projects and integration into the agency's offer. Julian has worked with some of the world's most valuable brands including Samsung, ING and Thomson Reuters.



**Christian Birck**  
Christian is responsible for the global marketing strategy, communications and management of the Holcim group. Previously, Christian was a partner at Wolff Olins, where he advised organisations such as General Electric, Visa, Lufthansa, PricewaterhouseCoopers, and Citibank

# Do you remember the first time?

There are moments when you feel like life can't get any better. But it does. Here's to the vision and ambition of every nominee with us tonight. And to the winners – congratulations.

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## Who won what

	Category	Winner	Award
Content	Best overall visual identity	Labormed Balfour Beatty WorkPlace Imagliq Royal Opera House	Gold Silver Bronze Bronze
	Best brand architecture solution	Invensys Glasgow Life Rovi	Gold Silver Bronze
	Best copy style/tone of voice	Balfour Beatty WorkPlace LV=	Gold Bronze
	Best use of web/digital	BCS	Silver
Process	Best campaign to advertise a corporate rebrand	Glasgow Life	Gold
	Best internal communication of a rebrand	Hermes Allianz Insurance BDO KC	Gold Silver Silver Bronze
	Best implementation of a rebrand	BDO Rovi EEF	Gold Silver Bronze
Strategy	Best creative strategy	Rovi McDonald's Balfour Beatty WorkPlace	Gold Silver Bronze
	Best brand evolution	BDO bpost Porter Novelli	Gold Silver Bronze
	Best integration of brand and business strategy	Labormed McDonald's Zurich Financial Services Hays	Gold Gold Silver Bronze
Outcome	Greatest likely business impact of a rebrand	UKTV Rovi Lombard	Gold Silver Bronze
Type	Best corporate rebrand following a merger or acquisition	Blizoo Age UK Randstad Education	Gold Silver Bronze
	Best corporate rebrand to reflect changed mission/values/positioning	Imagliq BDO Hays bpost	Gold Silver Bronze Bronze
	Best corporate rebrand for a spin-off or new company	Exova	Silver
	Best brand consolidation	Rovi	Gold
	Best rebrand of a digital property	Ocean Sky Legal & General Age UK	Gold Silver Bronze
	Best rebrand from the public sector	bpost	Gold
	Best rebrand from a not-for-profit organisation	Anthony Nolan BRAC Rugby Romania Home Heat Helpline Crimestoppers	Gold Silver Silver Bronze Bronze
	Best rebrand of a region	Trentino Marketing SpA Glasgow Life Invest in Cornwall	Gold Silver Bronze
Best Rebrands by Sector	Technology	Rovi	Gold
	Telecoms	COLT	Gold
	Financial services	Allianz Insurance	Gold
	Online retail	eMAGP	Gold
	Marketing services	Porter Novelli	Gold
	Manufacturing	EEF	Gold
	Facilities management	Balfour Beatty WorkPlace	Gold
	Professional services	PwC	Gold
	Travel	P&O	Gold
	Luxury Goods	Titoni	Gold
Best rebrand by region	Media	UKTV	Gold
	Benelux	bpost	Gold
	CEE	Blizoo	Gold
	Russia & Commonwealth of Independent States	Imagliq	Gold
	Best multi-country rebrand (two or more countries)	Imagliq Ageas	Gold Silver/Bronze
	Best global rebrand (multi-continent)	PwC Zurich Financial Services Hays Rovi	Gold Silver Silver Bronze
	Grand Prix	Rovi PwC	



## Digital



"The springs on this bed are made with the best in elastic technology."

## Advertising



"I am amazing..."

## Public Relations



"I've heard you're good..."

## Social Media



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## The Award Winners Outcome

### Best overall visual identity

**Gold**  
Labormed

**Silver**  
Balfour Beatty  
WorkPlace

**= Bronze**  
Royal Opera House  
**= Bronze**  
Imaqliq



The acquisition of Labormed Pharma, generic pharmaceutical manufacturers, in 2007 by the investment fund Advent International led to an emphasis on aggressive growth, involving the takeover of several other business portfolios in Romania.

The growing number of brands meant that an effective umbrella identity was needed to corral the portfolio and retain existing brand heritage while strengthening market performance.

Dropping "Pharma", Labormed worked with branding agency Grapefruit to develop a new visual identity that was strongly suggestive of healthcare and humanity.

A new brand symbol of a man holding a heart in his hand was developed to tie all the aspects of the visual brand together, and the additions to the Labormed group – such as the food supplement manufacturers Ozone Natural – also received modernised identities.

A new packaging system for Labormed's prescription medicines introduced visual representations of key information such as the therapeutic area and a dosage "potentiometer"

Labormed's new visual identity was carried through into a new set of presentation materials, and a website was designed to bring each brand's digital presence into a single location. The rebrand resulted in consistent turnover growth and increased exports.

### Best brand architecture solution

**Gold**  
Invensys

**Silver**  
Glasgow Life

**Bronze**  
Rovi



A spate of acquisitions and divestments had seen engineering company Invensys develop highly fragmented and ineffective brand architecture. At the same time, the Invensys brand remained unfamiliar to customers, and its role in operating companies was unclear to stakeholders.

Landor Associates was appointed to help position Invensys as an integrated and cohesive organisation with a clearer and better structured brand strategy.

Unlike its competitors who put their brand focus on the end product, Invensys wanted to emphasise its open and flexible approach to working in partnership with its customers. The aim was to create an identity that would strongly signal this ideal as well as portraying Invensys as an agile technology company.

Invensys also aimed to shift the perception of clients, competitors and the financial markets from seeing the company as an engineering company to seeing it as the technology leader it had become.

The new brand architecture supports Invensys in realising its strategic vision, removed confusion in presenting the brand portfolio and promotes a unified perception of the company. The rebranding also saw Invensys re-entering the FTSE 100.



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## The Award Winners Outcome

### Best use of copy style/tone of voice

Gold	Silver
Balfour Beatty WorkPlace	LV=



Facilities management service company Haden Building Management had endured a tricky few years, having been hit hard by the recession, increased competition and declining customer satisfaction. It was time for a major transformation.

The complete overhaul of the brand, managed by The Workroom, addressed the issue of weak positioning in the market, and also aimed to create an interesting tone of voice.

'Freedom to Perform' became the company's new brand positioning with the inspiring strapline "We work. You excel." The new positioning was complemented by a striking visual identity, which demonstrates the range of service areas of the company with a visual scheme of 670 silhouette illustrations. The rebrand was completed with a name change to Balfour Beatty Workplace.

As a result of the rebrand the company has seen a 41% increase in revenue during the first year and a 33% YOY rise in average annual value of order and more satisfied clients and staff.

With the new distinctive, witty and unique tone of voice and personality, Balfour Beatty Workplace is now a major standout in the B2B facilities management environment.



Best external stakeholder relations during a rebrand



**Gold**  
Glasgow Life

Glasgow City Council wanted more people to make use of its cultural and sporting services. Culture Sports Glasgow (CSG), the department responsible for delivering those services, had a brand that needed dusting off to become more consumer-friendly.

In partnership with Tayburn, CSG was reinvented as a modern, relevant and consumer friendly brand: Glasgow Life. A clearer brand structure was also needed to bring cohesion to more than 50 sub-brands under the CSG umbrella.

The stakeholders were at the heart of the rebranding process, so good communication with them was essential throughout the project.

More than 200 stakeholders, including staff, management teams and various customer groups, were consulted in order to ensure agreement over the brand strategy and execution of the project.

Workshops and surveys were conducted with staff in order to define the new brand. Senior managers were engaged through one-on-one interviews. Representatives from several public bodies which work closely with CSG in delivering their services were also in contact during throughout the project development.

Before the implementation went ahead, the finalised brand proposal was discussed with the stakeholders in order to make sure that the messages were credible and deliverable.

Best internal communication of a rebrand



<b>Gold</b> Hermes	<b>=Silver</b> Allianz Insurance <b>=Silver</b> BDO	<b>Bronze</b> KC
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Having changed its business structure, investment managing company Hermes knew it was in need of a new brand. In defining a brand that would reflect the new structure, Hermes ensured that people across the business were able to contribute to realising the new brand strategy.

Hermes believes that engaging internal audiences in developing the new brand strategy was the key to helping its people to understand the new business strategy and translate it into their own personal behaviour.

Workshops and smaller working parties were held to shape the new brand proposition. Having defined the Hermes 'philosophy', the next step was to make sure it was applied across the business.

This was done by running sessions with everyone, including the client-facing investment teams, and central services teams, in which employees identified existing examples of the brand in action and new ways to bring it to life.

Hermes provided newsletters and displays within the office environment in order to showcase the ideas that were generated from the workshops.

The end result was a brand for which people could feel a great sense of ownership –fostered by a genuine understanding of the values.

Best implementation of a rebrand



<b>Gold</b> BDO	<b>Silver</b> Rovi	<b>Bronze</b> EEF
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The end of 2009 and beginning of 2010 was an exceptionally busy time for accountancy organisation BDO. There was a major rebrand underway after years of strengthening its network and responding to clients' changing needs.

By dropping its local differentiator names (it had been branded as Stoy Mayward in the UK) and bringing its member firms in 110 countries under the single heading of BDO, the organisation conveyed a refreshed visual identity and messaging,

But implementing the rebrand was certainly a challenge. Having over 1,000 offices around the world and a staff body of up to 46,000 people, a flawless strategy was crucial in order to ensure consistency.

BDO was supported in its brand implementation by Fairley & Associates, which placed quick, high quality delivery at the heart of its strategy.

A network of local implementers was established, alongside an online brand centre for people to help themselves to toolkits, guidelines, templates and a new image bank. Online training was also held in-house.

The efficiency of the implementation strategy was such that more than half of the BDO firms successfully completed implementation seven months ahead of schedule.

# solutions delivered

Insignia Projects Limited, brand implementation specialists providing services to aid the physical delivery of tangible brands both externally and internally.

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## The Award Winners Outcome

### Best creative strategy



**Gold**  
Rovi

**Silver**  
McDonald's

**Bronze**  
Balfour Beatty  
WorkPlace

After more than 25 years operating as a B2B company, US-based entertainment technology specialist Macrovision realised it had to tap into the consumer market in order to broaden its influence across the entertainment industry and extend its brand.

With the new business strategy agreed, Macrovision set about successfully acquiring a wide range of entertainment and media convergence businesses including Gemstar TV Guide, AMG and Muze.

The company was now offering more than 40 different branded products and it was apparent that they needed to be unified under one banner. Macrovision teamed up with Heavenly and set out to create a new brand.

A new positioning strategy, 'Entertainment Connection', was developed to reflect how the company connected all parts of entertainment to the end user. It also refers to a future where Macrovision will connect consumers to their entertainment in new ways.

Relaunched as Rovi with the strapline 'Join the entertainment', the company saw a tremendous increase in both share price and market capitalisation in the 18 months up to December 2010.

As a Financial Times blog said in July 2009: "Macrovision shortened its name this week, but broadened its vision."

### Best brand evolution



**Gold**  
BDO

**Silver**  
bpost

**Bronze**  
Porter Novelli

In accountancy, customer needs are constantly changing. A company has to keep up with dynamic demands if it wants to survive. And it was changing client needs that convinced accounting services firm BDO to embark on a rebrand.


BDO saw that its clients were increasingly demanding effective delivery worldwide, and acknowledged that it had to evolve from being a locally-focused firm to a global network, delivering across borders.

To ensure a refreshed messaging and visual identity, the company changed its name from BDO + local name (it was called BDO Seidman in the US, for example) to the single name BDO. Having consulted with its stakeholders, a new brand positioning also began to take form. 'What matters to you, matters to us' replaced 'Without equal' in order to put the emphasis on service.


The quality and consistency of the brand evolution was crucial. On-the-ground teams were deployed to implement the transition, toolkits were created and a self-help brand centre was provided as well as virtual training.

The result of years of steady evolution is a refreshed and purposeful brand with a reinforced emphasis on the client.



Best Integration of brand and business strategy	<div>Gold</div> <div>McDonald's</div>
<div></div>	<p>Although McDonald's makes freshly ground coffee from real beans, the overwhelming perception that fast food brands only offer instant and low quality coffee prevent customers from seeing the company as a serious coffee provider. This quality perception gap was the most crucial issue in its repositioning.</p> <p>McDonald's enlisted Interbrand on the journey to establish itself as a quality coffee provider. The plan was to distance McDonald's coffee from the world of fast food and position it closer to the world of coffee specialists.</p> <p>The process involved the creation of a new sub-brand alongside a new name, and verbal and visual identity. Interbrand carried out thorough research as well as testing a wide range of brand names, designs and positioning ideas with customers.</p> <p>The end result was 'Full Bean', a fresh and down-to-earth brand focusing on convenience, affordability and efficiency. With the emphasis on quality and freshly ground coffee together with an affordable price and quick service, it enables McDonald's coffee to live up to the 'Best of Both Worlds' brand positioning.</p>



Greatest likely business impact of a rebrand	<div>Gold</div> <div>UKTV</div>	<div>Silver</div> <div>Rovi</div>	<div>Bronze</div> <div>Lombard</div>
<div></div>	<p>UKTV is Britain's biggest multichannel broadcaster after Sky. Despite broadcasting some of the most popular programmes available, its ten channels were struggling to keep up viewer rates due to tough competition and weak brand saliency.</p> <p>Research showed that its traditional channel structure was no longer relevant. So UKTV set out on the most ambitious rebrand in broadcasting history, rebranding ten channels in less than two years.</p> <p>In order to tackle the declining viewing share and increase revenue, UKTV created ten unique and visually striking channel brands that would attract viewers as well as advertisers and platform operators.</p> <p>To truly have an impact, UKTV ensured it elicited the best brand proposition through internal brainstormers, detailed audience segmentation and further development in research groups.</p> <p>The new multichannel structure and rebranded channels have seen radical changes for the company. Viewing shares across the whole network have increased by 23%, representing an increase of 43% in monthly reach. Revenue surpassed the initial target of 10% and the average spontaneous brand awareness has trebled compared to pre-rebrand. The rebrand has already amassed 27 awards for UKTV.</p>		



# Creativity. Champion it or choke it?

To find out what we think about branding, call Richard Sunderland on +44 20 7554 3355 or visit [www.heavenly.co.uk](http://www.heavenly.co.uk)

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## The Award Winners

Type

Best corporate rebrand following merger or acquisition

**Gold**  
Blizoo

**Silver**  
Age UK

**Bronze**  
Randstad Education



In the wake of the merger of two Bulgarian leading cable TV providers, CableTEL and Eurocom, strategic branding firm Siegel+Gale UK was brought in to create a brand for the new company. That was the birth of Blizoo.

The aim was to create a new brand that would distinguish Blizoo as appealing and vibrant within a dull and corporate market, placing the focus on advanced fibre optic network and the triple play service the company is offering.

The distinctive name was designed to work in both Bulgarian and English. 'Explore Your Universe' became the brand positioning, which suggests the limitless potential of a new generation technology and a triple play offer.

The new brand identity came in the form of three unique animated characters, each representing a fibre optic cable, which stress the playfulness and informality for which the brand aims.

Not only has the company become a part of the vernacular but it is now able to compete with Bulgarian national competitors such as Megalan and Vivacom. Dimitar Radev, the CMO for Blizoo said: "In our wildest imagination we didn't imagine our brand could be so brilliantly brought to life."

Best corporate reband to reflect changed mission, values or positioning

**Gold**  
Imaqliq

**Silver**  
BDO

**=Bronze**  
Hays  
**=Bronze**  
bpost



Imaqliq's brand has grown out of the General DataComm brand, which had stagnated in the Russian telecoms market prior to August 2009. Heavenly was approached to develop a new identity that would take the company into the global market and reflect a new strategy.

As General DataComm became Imaqliq, the business' strategy shifted from a focus on the distribution of products to the development of its own hardware and software IP.

The new brand is based around the idea 'Imagine Better', designed to drive up creativity within the company and pose a challenge to the marketplace. It also conjures up a progressive vision for trade and consumer audiences that ties into the company's development of new products.

The new name is the native word for Ratmanov Island in the Bering Strait, the first place on earth where the sun is seen each morning, befitting a rebrand which has brought about an endemic change in the organization: Imaqliq is now firmly established as a company that develops its own products – the first example, an IPTV box, was creatively directed by Heavenly and launched at Moscow's Sviaz Expo.

Best corporate re-brand for a  
spinoff/new company

Silver  
Exova



The acquisition of Bodycote Testing Group, a former arm of Bodycote plc., by private equity firm Clayton, Dubilier and Rice led to a full creative rebrand of the technical and engineering services provider.

Appetite was engaged to lead the rebrand on a tight timescale that would get everything in place in under four months. The company's new leadership meant that brand strategy was crucial, particularly the development of a sustainable brand proposition.

The new name came out of this desire for sustainable branding, as an identity was needed that would have traction in foreign markets. Exova was born out of rigorous research in combination with creative thinking.

Appetite was also tasked with developing the new brand proposition – 'Testing. Advising. Assuring' – and communicating the links between this positioning and the company's work through the brand architecture and visual identity development.

Exova's visual manifestations now reflect the sense of progression and trust that its new owners wanted to instil. The new brand has reinforced the commitment of existing customers as well as attracted new clients to the organisation.

Best brand consolidation

Gold  
Rovi



Prior to its rebrand to Rovi, Macrovision's confident acquisition strategy had led to broad influence across entertainment technology. It had also brought with it over 40 differently branded products.

The new positioning, 'Entertainment Connection', was developed by Heavenly to help unify these different brands. Rovi connects stakeholders in the entertainment industry, from content owners to media platforms, from manufacturers to users, and it will continue to connect consumers to entertainment in new ways.

In order to bring its diverse brands together, the company's name had to be contracted. Taken from the centre of the previous brand name, it retained the heart of Macrovision's brand heritage whilst pointing to the future. And while it was intended that the qualifying description 'The new name for Macrovision' would be used for two years while the new brand bedded in, it was dropped after six months due to the rapid adoption of the new name.

The new brand was launched to great fanfare which saw the Rovi team ring the NASDAQ closing bell. It also brought about a 155.5% increase in Rovi's share prices – and consolidated the coherence the new brand had brought to the company.

Best rebrand of a digital property

Gold  
Ocean Sky

Silver  
Legal & General

Bronze  
Age UK



Ocean Sky, a UK-based private jet company, needed to strengthen and update its online presence. Its website wasn't reflecting the company's offering as a valuable business partner. Together with digital specialists Omobono they set out to rebrand the entire Ocean Sky website.

The key was to ensure that the site added value for the customer rather than just being about the brand. Omobono emphasised high quality photography and art-direction to ensure a sophisticated outlook. The previously jargon-heavy content was replaced with concise wording to boost usability. In addition, Omobono recognized a need for the website to appeal to a global audience and therefore made the website accessible in four different languages.

Launched in May 2010, the newly crisp, fuss-free website has seen its popularity soar compared to its predecessor. Post-redevelopment, the average time spent on the website more than doubled from 1.30 to 3 minutes. Pages viewed per visit also increased from 2.5 to 4 pages.

Best rebrand from the public sector

Gold  
bpost



Expecting heavily increased competition due to the full liberalization of the Belgian postal market in the beginning of 2011, former De Post-La Post engaged in a complete rebrand last year. The rebrand was crucial for increasing the chances of obtaining a competitive edge in the new market.

A 4-month rebrand project was developed and managed by Interbrand, which sought to create a new name, brand strategy and visual and verbal identity. In July 2010 the company was renamed as bpost. The single brand name was created to surpass language barriers as the company delivers services internationally as well as across its home country.

The implementation meant a redesign of more than 6,000 vehicles and 20,000 uniforms as well as offices and post boxes.

After the rebrand, bpost is now a modern and dynamic brand which reflects the company's readiness to compete in a full market. The rebrand also saw an incredible increase in both brand awareness and affinity.

Best rebrand from a not-for-profit organisation



<b>Gold</b> Anthony Nolan	<b>=Silver</b> BRAC <b>=Silver</b> Rugby Romania	<b>=Bronze</b> Home Heat Helpline <b>=Bronze</b> Crimestoppers
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Anthony Nolan runs the UK’s largest stem cell registers, and was set up in 1974. There was a perception of the organisation as a leukaemia charity, which needed to be adjusted to reflect its new focus on matching donors and patients. The organisation also needed to reach out to a younger, more ethnically diverse audience in order to get a wider range of stem cell donors.

Anthony Nolan appointed design agency Johnson Banks to modernise and reposition the brand to tackle these issues.

Workshops and focus groups were held with both internal and external stakeholders to test the most appropriate positioning lines and visual identity options. A bold, modern new logo was designed to reflect the matching work of the organisation.

The charity’s messaging was also updated, and guidelines provided for staff – this brand training ensured better understanding of what Anthony Nolan does and increased buy-in for the new strategy.

The new brand has seen Anthony Nolan become a modern and more relevant organisation that has successfully increased its interactions with a younger audience and experienced a rapid growth in the number of registered donors.

Best rebrand of a region



<b>Gold</b> Trentino Marketing SpA	<b>Silver</b> Glasgow Life	<b>Bronze</b> Invest in Cornwall
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Trentino, in Northern Italy, possessed a regional identity and brand that suffered from vagueness over its exact purpose – what is a location’s brand actually for? And what is the best way to utilise it?

Minale Tattersfield was engaged by the region’s marketing authority, Trentino Marketing SpA, to revamp Trentino’s brand. Through diligent research, including one-on-one interviews with key stakeholders and workshops, a new brand was devised to encapsulate the emotional and functional messages about the region, based on four elements: diversity; harmony and vitality of landscape; people; and nature.

Trentino’s new mark retains the old brand’s typography but is refreshed by new colours, differing letter heights (mimicking the region’s mountainous landscape) and the restoration of a butterfly motif that echoes the shape of the area. The rebrand, extensively documented in a brand model rolled out across different media, has seen enthusiastic uptake across sectors and organisations that work in such diverse areas as local business and regional produce.

The new brand has also been crucial to Trentino’s bid for the 2017 Winter University Games – demonstrating the superb association with the region that the new identity has created.

Best rebrand by sector

Technology  
**Gold award winner: Rovi**

Telecoms  
**Gold award winner: COLT**

Financial services  
**Gold award winner: Allianz Insurance**

Online retail  
**Gold award winner: eMAG**

Marketing services  
**Gold award winner: Porter Novelli**

Manufacturing  
**Gold award winner: EEF**

Facilities management  
**Gold award winner: Balfour Beatty WorkPlace**

Professional services  
**Gold award winner: PwC**

Travel  
**Gold award winner: P&O Cruises**

Luxury Goods  
**Gold award winner: Titoni**

Media  
**Gold award winner: UKTV**





The Award Winners

Best rebrand by region

Benelux



Gold

bpost

The liberalisation of the Belgian postal market in January 2011 meant there was a pressing need for the country's national postal operator, De Post-La Poste, to reassess its brand and position itself in what would be a newly competitive market. The rebrand to bpost vaults Belgian linguistic barriers and works well for the company's international stakeholders – the new identity has been introduced at over a thousand locations and on over six thousand vehicles. Bpost can now compete within Belgium and beyond its borders with a brand that encapsulates its business and its national roots.

Central and Eastern Europe



Gold

Blizoo

Blizoo, the product of a merger between two leading Bulgarian cable television providers, developed a brand in conjunction with Siegel+Gale UK that has true national resonance. The distinctive name, playing on the Bulgarian terms for 'close to' and 'far ahead', has penetrated the rapidly growing regional market by becoming part of the local vernacular, and the new brand has consistently outperformed its legacy brands since June 2010. The brand proposition, 'Explore Your Universe', inspires a sense of reaching beyond the known whilst remaining grounded – a crucial suggestion for a company specialising in fibre optic cables

Russia & Commonwealth of Independent States



Gold

Imaqliq

Imaqliq is a brand that has grown out of its owner's desire to establish a next generation Russian business. The telecoms technology business General DataComm enlisted Heavenly to help differentiate itself in the national and international telecoms markets, and to establish a brand that could position the company as a vision for Russian corporate progress. Re-named after Ratmanov Island in the Bering Strait, the first place on earth to see the sunrise, Imaqliq has revitalised its brand for all its stakeholders, including its employees, and represents a completely new identity for telecoms in Russia.

Best multi-country rebrand



Gold

Imqlaq

Silver

Ageas

When Russian telecommunications specialist General DataComm was in need of a stronger brand to support its new business strategy and to help it expand into the global market, it approached London-based consultancy Heavenly for help.

Having switched from being a distributor of products to a developer of its own products, the challenge was to create a single-minded and inspiring brand to support and reflect its new business strategy.

It was equally important to gain a people-focused, creative and differentiated global market position that would allow the company to grow globally and tap into the next generation of Russian business.

Heavenly created a new brand positioning based around the idea 'Imagine Better', which calls on employees to use creativity to drive improvements and challenges the market to consider a different point of view. The undifferentiated and dull visual identity was replaced by an eclectic and conspicuous identity that pays homage to people and ideas.

Emerging with a new name alongside a refreshed positioning and visual identity, Imaqliq has now successfully transformed into a confident and progressive company with people and ideas at its heart

Best global rebrand



Gold

PwC

=Silver

Zurich Financial Services Rovi

Bronze

=Silver

Hays

As one of the 'Big 4' global professional services in the world, having a strong and differentiated brand is a must for PricewaterhouseCoopers. When the company felt that their current brand was undifferentiated, inconsistent and lacking relevance, a rebrand was in order.

In partnership with Wolff Ollins the brand was repositioned under the new name 'PwC'. The challenge was to create and immaculately implement a new brand that would be consistent across the company's global network and be in accordance with more than 161,000 staff in 154 countries.

Research showed that the company needed to build relationships that comply with what clients are seeking and the company's own agenda. Having consulted their clients, partners and employees, PwC developed a new visual and verbal identity with a focus on the different meanings of value for different people. At the heart of the brand proposition was a visual identity that fitted the company's and was easy to use online and in digital media.

The rebranded PwC now speaks with a single voice and visually distinguishes itself from its competitors.

Grand Prix for excellence in rebranding

Co-winner  
PwC



When it comes to the ‘Big 4’ in global professional services, it’s hard to find genuinely innovative branding that goes beyond shades of blue and sans serif typography. It’s harder still to find an organisation with over 161,00 employees spread across firms in 154 countries that is willing to reposition itself and drastically modernise its brand.

But that’s precisely what PwC has done – with enough creative and strategic flair to be named joint winner of this year’s Grand Prix.

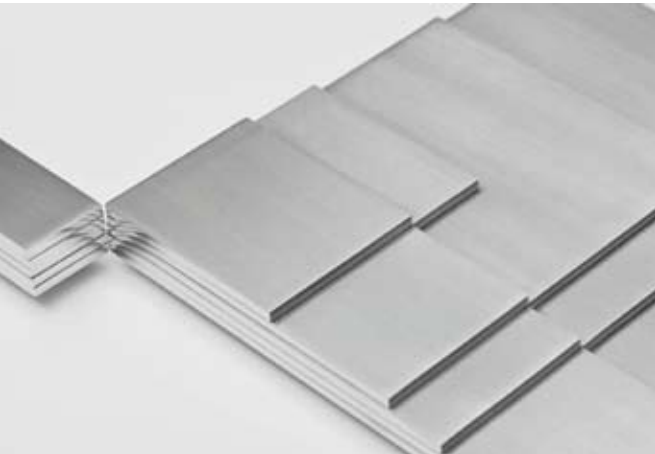
The firm’s messaging had become inconsistent, and its visual identity crowded – and as one executive pointed out, “It’s hard to fit 22 letters on a golf ball.”

PwC’s new brand started with the positioning. By placing value at the heart of PwC, the branding re-focused on the firm’s clients and internal stakeholders; a new visual identity provided that much-needed shorthand for the organisation’s expertise in its markets.

The application of the new PwC brand was flawless: sensitive to the needs of its member firms, PwC had intended to merge the transition with disparate production cycles in order to minimise cost and disruption, but the uptake amongst territories has been quicker than expected due to the excitement generated by the new brand.

PwC’s internal audience responded swiftly and encouragingly, with 25% of its people visiting the microsite and users in almost all territories signing up to the brand-in-a-box. The reception from clients has been equally enthusiastic.

As the nature of professional services adjusts with the economic climate, it’s imperative that organisations like PwC can clearly define their positions. PwC’s rebrand means that, now more than ever, the organisation can stand up and be counted.



Grand Prix for excellence in rebranding

Co-winner  
Rovi



Brave, expertly executed and manifestly successful, the second co-winner of the Grand Prix is the rebrand of Macrovision to Rovi.

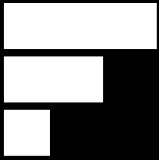
It was a transformation that required branding agency Heavenly to take into account a quarter of a century’s brand heritage in content protection software. Macrovision also possessed over 40 separately branded products due to its acquisition strategy in pursuit of creating a powerful entertainment brand.

Rovi’s new brand captures the company’s dual B2B and B2C appeal, and is built around the visual language of interconnected entertainment content. ‘Entertainment Connection’, the positioning at the heart of the new brand, unifies Rovi’s diverse products and signals their interconnectivity.

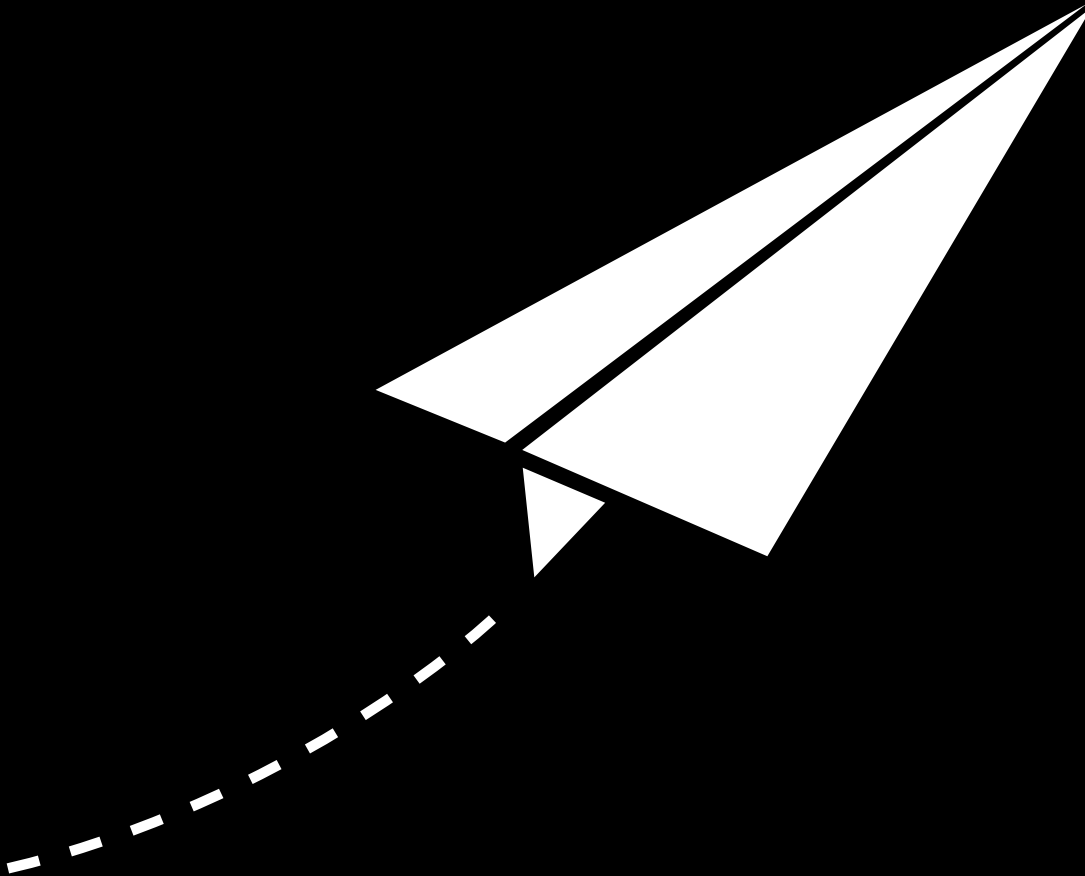
The launch of the new name and positioning became a major event, with interactive billboards in Times Square, New York. It’s had a remarkably smooth implementation across the 12 countries in which Rovi operates and on multiple platforms, as befits a company that creates media channels.

Enthusiastic internal uptake has been matched by an incredible increase in Rovi’s market capitalisation – up by 177.9% between 2009 and the end of 2010. Moreover, as a result of the active promotion of the new brand and attention to the company’s ethos, Rovi now has over 124 million subscribers – an increase of almost 20% - and a consolidated reputation for being a company with dedication and vision.





Further™



Further is a design agency with a single purpose – to help companies go further by building stronger connections to stakeholders. Further creates brands, brings reporting to life and makes communications work harder.

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