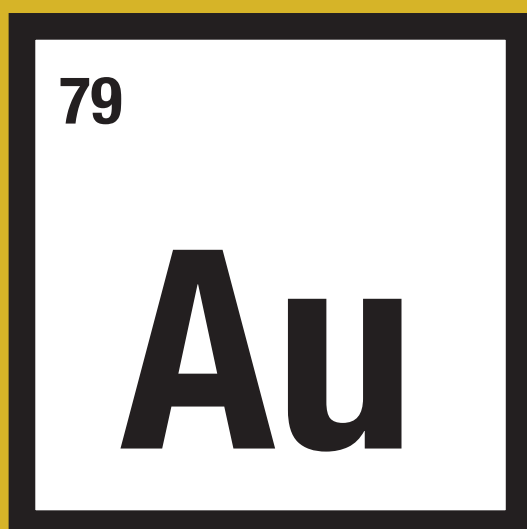


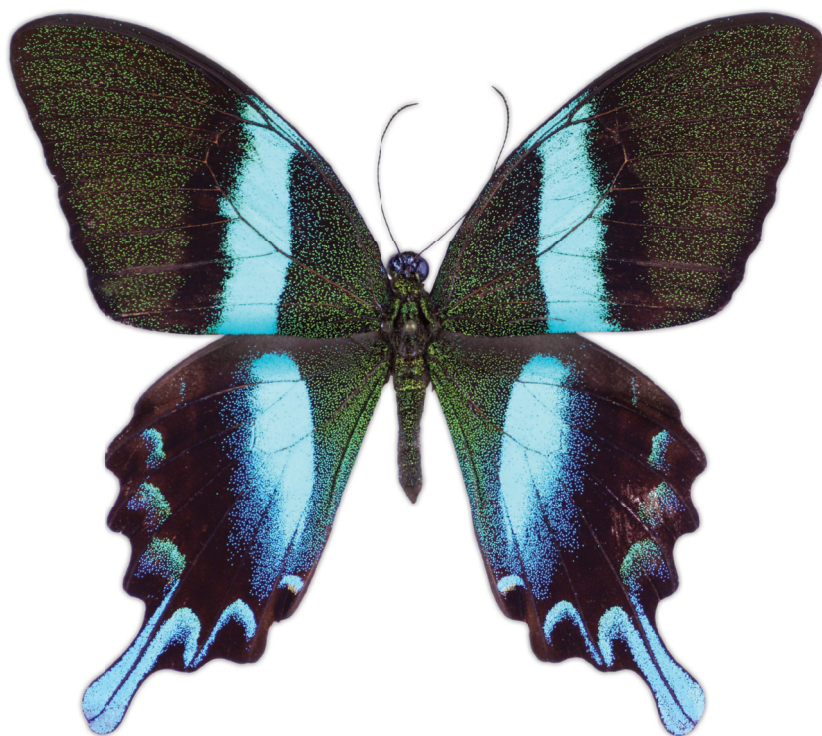
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## Welcome

Tonight's inaugural Transform Awards Asia Pacific has been about celebrating the journeys that brands have made. In some cases those journeys have been extreme, a complete rebrand or repositioning of an organisation, a 180 degree shift in direction. In others it has been less of a change of direction, and more of a planned slow and steady climb. This book tells the narrative of the journeys that were honoured. That narrative needed telling and Transform magazine is proud to be the storyteller of those brand's journeys. We're delighted also to provide the stage from which we have recognised the excellence of those changing narratives, and to all companies, shortlisted or winning, we congratulate you.

Andrew Thomas,  
Publishing editor, Transform magazine

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## Meet the judges



**Flavia Barbat, editor in chief, Branding magazine**

Flavia is the editor in chief of Branding Magazine, an independent, digital brand journal offering the latest updates, case studies and insights from branding leaders around the world. She is also the co-founder of Kliche Killers, which stands as an international creative hub for technological development, brand strategy and marketing execution. Her experience includes copywriting, editing, content management, creative strategy, marketing and public relations within the fields of media, technology, and entertainment.



**David Bloomfield, marketing director, Neuberger Berman**

David Bloomfield joined Neuberger Berman in 2013 and is based in Hong Kong. He has almost 10 years of marketing and business development experience in asset management and financial services. Prior to joining Neuberger Berman, David worked at BNP Paribas Investment Partners in Hong Kong and Fischer Francis Trees & Watts in London and New York. David holds a BA from University of Dundee.



**Anton Brown, head of brand and marketing, Virgin Active, Asia-Pacific**

Anton is responsible for consumer insights, brand positioning and the overall marketing and PR strategy for Virgin Active in the Asia-Pacific region. Anton recently managed the positioning and overall brand launch for the first club in Asia, at Raffles Place Singapore. He personally managed the consumer research for Singapore and Thailand to ensure he had a close feel for the local consumer motivations on exercise and fitness. Anton has been a member of the executive team since launching Virgin Active in Australia in 2008. Outside of Virgin Active, Anton directed small to medium advertising agencies in South Africa, managing a wide variety of clients of leading international brands.



**Peter Dingle, brand & marketing strategy lead, Intel**

Peter is the consumer brand & marketing strategy lead for Tablets for the world's largest semiconductor manufacturer, Intel, in the computing industry's fastest growing region, Asia-Pacific and Japan. With 15+ years of marketing experience in building the \$37b brand, Dingle has managed multi-country product and brand campaigns, built the region's social media communities, developed and executed large scale mobile projects has now positioned himself take on the challengers growing market share in Tablets for Intel. Dingle completed his MBA at the Richard Ivey School of Business Asia and was presented the Ivey Scholar Award for outstanding academic achievement in 2014.



**Kaylee Donald, international brand manager, Education NZ**

With a love for all things brand and marketing, Kaylee Donald has worked with over 30 iconic New Zealand and International brands. Starting life in the global brand marketing team at Icebreaker, Kaylee cut her teeth on one of New Zealand's most successful brands. She then went on to hold the position of brand manager at Chilli, an innovative brand engagement agency where she nurtured and developed more than 25 New Zealand brands. Kaylee is now international brand manager at Education New Zealand where she has the pleasure of promoting awareness globally for all that New Zealand has to offer as a study destination.



**Zoe Harris, international brand engagement, Standard Chartered Bank**

Zoe is a brand and marketing specialist with over 12 years blue chip experience working mostly in financial services. Starting out in campaign management and direct marketing, followed by a shift into global brand management, she has developed a passion for strategic brand communications over this time. Originally from the UK, and now based in Singapore, Zoe currently focuses on internal brand engagement at Standard Chartered Bank. Her role focuses on developing tools, programmes and communications that mobilise a diverse workforce of nearly 90,000 employees, in 70 countries, to understand, embrace and deliver on the brand.



## Meet the judges

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**Rachel Howard, corporate brand manager, TAUZIA Hotels, Jakarta, Indonesia**

Graduated with an MBA from ESSEC Business School Paris, where she specialised in brand management, Rachel heads the brand management & services for TAUZIA Hotels. A key hotel management company in Indonesia encompassing four brands, each positioned in their respective categories ranging from 2-5 stars. With 30 hotels operating and over 80 hotels in the pipeline, Rachel manages all the key decisions in order to keep the brands consistent. Her corporate duties also include overseeing purchasing, graphic design, brand and product development.



**Sam Moore, head of brand marketing, Knog**

Sam is head of brand and marketing at Knog, the global brand of accessories for bikes, GoPros and iPhones. He has broad experience managing corporate brand transformation programs from both the client and agency side, including PwC, Telstra, ANZ Bank, Shelter, Brand Australia and Australia Post. Sam has done time at Landor, Re (part of M&C Saatchi), Wolff Olins and prior to joining Knog was managing partner at Interbrand. He is a Brit, with a Kiwi passport, living with his much better half in Melbourne.



**Alex Krug, head of business development at Behance (Adobe)**

Alex is the head of business development at Behance (Adobe), the leading online platform for creatives to showcase and discover creative work. As a founding member of Behance, Alex served as vice president until Adobe acquired Behance in 2012. Under Alex's leadership, Behance powers the online galleries for the AIGA, Wacom, Pantone, Cooper-Hewitt Smithsonian Museum, RISD, and AdWeek - among others. Prior to joining Behance, Alex held business and creative roles at Coach Inc. and 24 Seven Inc. Alex and his wife live in New York City.



**Paul Roedig, director brand & strategy, Fonterra Group**

Paul is director brand & strategy for Fonterra, the world's third largest dairy company. He's responsible for devising end-to-end strategies and business & marketing planning for their branded business globally. His 20+ years of international business experience started with a brand management career in Mondelez, after which he held several management positions at Royal FrieslandCampina as their marketing director Asia-Pacific & global director marketing/R&D Baby Foods. Prior to joining Fonterra, Paul set up and ran his own brand consultancy firm. He has worked across the globe, has lived in China, Saudi Arabia, New Zealand and Europe, and holds an MBA from the Rotterdam School of Management, Erasmus University.



**Jaclyn Lee, senior manager, brand strategy, Singapore Telecommunications Ltd (SingTel)**

After more than a decade in ad agencies as the brand guardian for MNC powerhouses such as Hewlett-Packard, Martell and Nivea, Jaclyn realised that the next decade would probably be better spent as brand owner, and now, together with her team, does exactly that for the largest listed company in Singapore, SingTel. She spends her time in three main areas: increasing brand equity for SingTel to positively impact market share and profitability; transforming SingTel's retained agency relationships to drive effectiveness, creativity and efficiency; and generally finding better ways to do things (she's a bit of an optimist).



**Jonathan Thompson, manager brand strategy, Qantas Airways Limited**

Jonathan is manager brand strategy at Qantas, Australia's national airline. His past experience includes over ten years' at ANZ, where he led a large-scale rebranding across 32 markets in the Asia-Pacific region. More recently he was responsible for brand strategy and planning at Telstra. Demonstrating an in-depth knowledge of services branding, Jonathan's strengths lie in uncovering the unique point of difference of a brand and ensuring it is consistently delivered through service experience, culture, brand design, and marketing communications. He is passionate about quantifying the intangible elements of brand strategy, design and marketing activity, and ensuring that the commercial value of brand is articulated.



## Who won what

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### Content

#### Best use of a visual property

Gold - Swire Properties and Brand Union

Silver - HSBC Now Asia and MerchantCantos

Bronze - Gottex and Living Group

Highly commended - Murata and Living Group

Highly commended - Stevenson Wong & Co. and Living Group

#### Best brand architecture solution

Gold - Legrand and Labbrand

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

Gold - Sijahtra and MADE

Silver - FWD Hong Kong and Macau and Jack Morton Worldwide

Bronze - Bluewater and Rocket Content Marketing

#### Best brand experience

Gold - Harbour City Estates Limited

Silver - Fossil Group and StartJG

Bronze - Asian Paints and FITCH

#### Best use of packaging

Gold - Sijahtra and MADE

Silver - Nestlé and Elmwood

Bronze - Evorie and Labbrand

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### Process

#### Best external stakeholder relations during a brand development project

Gold - Bluewater and Rocket Content Marketing

#### Best internal communication during a brand development project

Gold - HSBC Now Asia and MerchantCantos

Silver - Swire Properties and Brand Union

#### Best implementation of brand development

Gold - VIV and Lander

Silver - Winning Appliances

Bronze - Dr Geoff Wilcsek The Oculoplastics Centre and Synsation

Brand

#### Best implementation of brand development across multiple markets

Gold - Vietnam Airlines and JWT

Silver - Bluewater and Rocket Content Marketing

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### Strategy

#### Best creative strategy

Gold - Fossil Group and StartJG

Silver - Winning Appliances

Bronze - Suning and StartJG

#### Best brand evolution

Gold - Winning Appliances

Silver - Fossil Group and StartJG

Silver - Suning and StartJG

Bronze - Anchor Beer and ComZone (Cambodia)

Highly commended - UNSW Arts & Social Sciences and Synsation Brand

#### Best strategic/creative development of a new brand

Gold - Sijahtra and MADE

Silver - Hotel Jen and fluid

Bronze - Coles and Elmwood

Highly commended - Club Med and Labbrand

Highly commended - Latitude Brokers and Unison



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## Type

### Best corporate rebrand following a merger or acquisition

Gold - Zuellig Pharma and StartJG

Silver - Bluewater and Rocket Content Marketing

Bronze - VIV and Landor

### Best brand development project to reflect changed mission/values/positioning

Gold - HSBC Now Asia and MerchantCantos

Silver - Swire Properties and Brand Union

Bronze - Bank of Queensland and BWM

### Best rebrand of a digital property

Gold - Li & Fung and Sedgwick Richardson

Silver - Anglo Chinese Group and Sedgwick Richardson

Highly commended - MovePlan Group and 400

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## Sector

### Best visual identity from a charity, NFP or NGO

Gold - Plastic Free Seas and Brand Union

Silver - Kely Support Group and StartJG

### Best visual identity from the energy & extractives sector

Gold - VIV and Landor

### Best visual identity from the financial services sector

Gold - FIFGroup and MakkiMakki

Gold - Gottex and Living Group

### Best visual identity from the industrial & basic materials sector

Silver - OPPLÉ and Labbrand

### Best visual identity from the professional services sector

Gold - Stevenson Wong & Co. and Living Group

### Best visual identity from the retail sector

Gold - B&Q China and FITCH

Silver - Winning Appliances

Bronze - Fossil Group and StartJG

Highly commended - TianHe and FITCH

### Best visual identity from the technology, media & telecommunications sector

Gold - Murata and Living Group

Silver - Multivision Plus and Flux Design

### Best visual identity from the travel & leisure sector

Gold - SEAMARQ and Landor

Silver - Air Asia and The Partners

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## Best overall visual identity

VIV and Landor

## Grand Prix

Sijahtra and MADE



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## Content

### Best use of a visual property

Hong Kong's unique topography was the inspiration for tonight's gold winner for 'best use of a visual property.' The city's distinctive urban landscape of skyscrapers nestled next to mountains became, through the collaboration between Brand Union paper architect Matt Shlian, a metaphor for the repositioning of developers Swire Properties.

As Swire Properties expands into mainland China and sets its sights on other Asian markets, it decided to review its corporate brand. The team landed on "Creative Transformation" as the new positioning, and worked with Shlian to build brand imagery that captures that. The visual property, which consists of painstakingly shaped paper cuboids that undulate across the surface of the installation in Swire Properties headquarters, takes the mundane and transforms it into something that seems to move and breathe as the viewer looks at it.

The installation was then the basis for a visual brand language and microsite. This site helps Swire Properties to communicate with its 4,500 employees across the globe, a stated aim of the repositioning. The visual language is also at the heart of the company's new bi-lingual (English and Chinese) brand guidelines, which are central to extending the life of this visual property out across the global brand. Of the work, one judge says, "This visual solution is extremely clever and connects strongly to the brand story of 'creative transformation'. This is a very intelligent approach to visually connecting their staff and customers to their brand story."

### Gold - Swire Properties and Brand Union

Silver - HSBC Now Asia and MerchantCantos

Bronze - Gottex and Living Group

Highly commended - Murata and Living Group

Highly commended - Stevenson Wong & Co. and Living Group



### Best brand architecture solution

For the past nine years, Legrand has faced a tough branding challenge. In 2005, the French electrical and digital specialists acquired TCL, a locally famous Chinese company, and started marketing wiring devices in China under three separate brands.

The thinking was that Legrand needed to capitalize on the brand awareness that TCL possessed in the Chinese market, but it became apparent that the Legrand brand needed to build up its own equity among distributors and consumers. Labbrand used audience research in key cities in China to understand the potential of the Legrand brand.

The new brand architecture is based on a simple idea: Legrand needs to control its own brand in China. The research showed that brand awareness of TCL was not translating into the wiring device market, and that Legrand was capable of replacing and even outperforming the TCL brand.

Labbrand's architecture solution maintains the three other brands under the Legrand group: Cablofil, Shidean, and bticino. But where there was once Legrand, TCL Legrand, and TCL brands, now there is just Legrand. The new brand is dynamic and visually streamlined, reflecting the demands of the Chinese market. Judges think that the work was "brilliantly executed and fulfilled the client's objectives."

The new architecture is praiseworthy for its clarity of purpose and commitment to achieving higher brand recognition for Legrand across China.

### Gold - Legrand and Labbrand





## Content

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

When your product is made possible by a small mammal—a viverrid, in fact—consuming and then excreting coffee berries, developing a tone of voice that reassures consumers and assures your status in the market is of paramount importance. Sijahtra has spent three years pouring research and investment into the development of its civet coffee, or kopi luwak, which is indeed made from the coffee berries eaten and then emitted by Asian palm civets.

In arriving at a tone of voice that was suitable to market this civet coffee, several major challenges were apparent. There was the instinctive squeamish reaction of many consumers to civet products, competitors with significantly lower pricing, and negative publicity across Western media, accusing producers of cruelty towards animals. One judge thought that the “Visual language kept very close to the local culture which in turn permits [the] brand to be perceived as ‘believable.’”

Sijahtra's production methods are 100% ethical and sustainable, the result of years of research. And the brand's high pricing – almost twice as high as its closest competitor, and four times as high as the majority of the market – is due to the fact that its product must be kept fresh and therefore has a short shelf-life. The target audience of high net worth individuals would respond well to the exclusive nature of the product, if it could be conveyed in the copy style.

The new tone of voice is seductive, compassionate and conveys the brand's personality as well as its conscience. It urges consumers to discover Sijahtra as a “Rare, Responsible, Redefined” producer of civet coffee.

### Gold - Sijahtra and MADE

Silver - FWD Hong Kong and Macau and Jack Morton Worldwide  
Bronze - Bluewater and Rocket Content Marketing



### Best brand experience

“Joyful,” is a word cropped that up over and over again in our gold winner for ‘best brand experience.’ It’s unsurprising considering that the brand experience in question involves a 16.5 metre-high rubber duck floating in the harbour outside a Hong Kong shopping mall.

The 2013 installation, which was created in 2007 by Dutch artist Florentijn Hofman and travelled the world before reaching Hong Kong, was part of an ongoing series of events put on by the shopping mall Harbour City. Each year since 2007, Harbour City has concentrated on delivering joyful events to its shoppers, striving to break up the at-times tedious experience of shopping.

The rubber duck was unveiled in a grand opening ceremony. A 3D art exhibition and a photo gallery showing rubber ducks around the world compounded the power of the display, which was Hong Kong's first-ever maritime installation. Strategically timed for the slow shopping months of May and June, and coinciding with the influx of tourists to Art Basel HK, foot traffic at the mall went up 24% while the duck was in residence.

Retail sales for the year went up 10% for 2013. One judge says “The execution of the strategy and the rollout was the true gem of this submission...[which] added greatly to the mall's KPIs.” The installation cost several million HKD to put in place, but had no budget for advertising. Despite this, coverage went international, with the duck featuring on CNN and media value reaching an estimated \$37 million.

### Gold - Harbour City Estates Limited

Silver - Fossil Group and StartJG  
Bronze - Asian Paints and FITCH





## Best use of packaging

## Gold - Sijahtra and MADE

Silver - Nestlé and Elmwood

Bronze - Evorie and Labbrand

Packaging is the ultimate expression of a brand for most of its end consumers. A company's audience, particularly in comestible goods, might not be thinking about a billboard or a TV tagline when they purchase a product. But they'll definitely be thinking about the way that product looks, feels, smells and tastes when they're making their decision.

Sijahtra's packaging pursues the brand objectives MADE clarified: to position the civet coffee brand as a high-end, ethically responsible maker of excellent coffee. "The challenge was met incredibly well... and serve[d] the brand's luxurious purpose" said one judge. The packaging, created from sumptuous dark walnut and glass, puts forth the same notions. Civet coffee has a strong aroma and taste, so the packaging that comes into immediate contact with the product needs to be completely neutral. Thus coffee beans are packed in a plastic vacuum tube that, when fitted together, keeps the coffee beans fresh without altering the flavour in any way. Of the packaging, one judge says "This has to be one of my favourites throughout the categories in which it is present ...the challenge was met incredibly well."

Sijahtra coffee is now sold in two sizes: a 420g package, to serve the aficionados that are already fans of the brand, and a 35g taster that will help the brand reach new audiences. The larger size comes with its own perfectly-sized walnut spoon that measures out the exact amount of beans needed per cup; it is also individually numbered and engraved with the name of the customer. The smaller size is packaged in an outsize glass test tube, securely corked and packaged in a black box designed to evoke associations with champagne.







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## Process

### Best external stakeholder relations during a brand development project

Reverse osmosis water purification is the technical term for what Bluewater does. A sentimental reading of this process might be, 'Transforming something ordinary into something extraordinary.' Bluewater had just one year to convey this powerful message to its audience – but with multiple external stakeholders, from retail customers, to the service industry, to affluent individuals – and to make sure its stakeholder relations was aligned with the development of the brand.

Building anticipation for the Chinese launch of the brand was the first step. Bluewater and Rocket invited key press to trade shows in Europe and the USA, establishing the water purification's brand along a desirable Western association. "The multimedia campaign seems to be comprehensively thought through and chosen cleverly with the Chinese public in mind" says one judge.

The brand imagery emphasises the Scandinavian heritage of Bluewater, which was formed in 2012 by the merger of two small Swedish businesses. The social media strategy communicated to stakeholders that the brand is dedicated to providing healthier drinking water; it's resulted in over 35,000 Facebook fans and a growing presence on Weibo.

International coverage not only delivered on the speedy development of an exciting brand in China, which was crucial to objectives, but also in an uptick in sales in Europe and the USA.

### Gold - Bluewater and Rocket Content Marketing



### Best internal communication during a brand development project

"I'm very lucky that I work for a company that allows to me to be honest about being gay, being Portuguese, being bald." This might sound like an odd statement for inclusion in a corporate branding video, but HSBC's internal communications programme includes that exact message – as well as many others that serve this global bank's communications needs.

In 2011, the financial industry was in crisis, and banks faced an unprecedented lack of trust from within. As HSBC embarked on a new business strategy to win back public trust, the company realised that in order to bring its 261,000 global employees on board, it had to build a robust internal community.

The answer was HSBC Now, a TV programme that is produced by editorial staff within HSBC, along with the team from MerchantCantos, and tells the stories of employees in a frank and open way. HSBC Now, which has a special Asia-Pacific edition, was made accessible to all HSBC employees through a global homepage, which replaced hundreds of local intranets. It is propaganda-free programming, driven by what the internal audience wants to see. "Great work in an unexpected industry - this is something to appreciate," says one judge.

The programme currently draws 57,383 views per episode and the response has been of overwhelmed pride and satisfaction from employees.

### Gold - HSBC Now Asia and MerchantCantos Silver - Swire Properties and Brand Union





## Process

### Best implementation of brand development

In China, service stations are a moribund industry, monopolized by state-owned brands with prices closely controlled by the government. But there was an opportunity for a company that departed from the old-fashioned model to seize the hearts and minds of a new breed of customer.

Private car use has rocketed in China over the past decade making the country the second-largest consumer and largest net importer of oil. VIV wanted to capitalize on the new sector of car owners, who are modern, stylish and who lead an aspirational lifestyle. Online ethnography research through social forums showed that Chinese car owners in the east coastal area of the country needed a brand that kept up with that lifestyle. VIV's new look, created and implemented by Landor, provided the perfect way to do that.

Our judges call the brand "Modern, lively and fluid, literally," and say it had a, "Really fresh feel." The graduated, bright colouring of the new identity has been implemented across every touchpoint: the logo and visual identity, architecture and brand environments, digital platforms (including a unique app), livery, signage, wayfinding, uniforms and brand packaging. This is enabling VIV stations to become not just refueling points, but social hubs where consumers can fulfill multiple needs.

### Gold - VIV and Landor

Silver - Winning Appliances

Bronze - Dr Geoff Wilcsek The Oculoplastics Centre and Synsation Brand



### Best implementation of brand development across multiple markets

How can a brand communicate consistently to audiences in Germany, France, the UK, Russia, and Australia – not to mention markets across Asia, including Korea, Taiwan, Laos, Myanmar, Cambodia and Vietnam? For the 21-year-old Vietnam Airlines, finding a brand message that would work across international borders meant reaching back to a symbol that has symbolized Vietnamese grace and hospitality for many years: the lotus.

The lotus has actually been an asset of the Vietnam Airlines brand for the past decade, but the company's new campaign puts it at the heart of the new messaging. The airline has major ambitions for the next decade, aiming to serve 40m passengers by 2020 and, since the Asia-Pacific market is set to dominate air traffic by 2031, it's perfectly positioned to reach that target – if it can face down fierce competition and get its brand to translate across multiple markets.

In order to appeal to as many markets as possible, JWT repositioned Vietnam Airlines as the gateway to Cambodia, Laos, Myanmar and Vietnam, urging it beyond its traditional home market. TV ads showed customers in globally-recognised cities such as Paris, Sydney, and Hong Kong and the implementation—always keeping the lotus symbol at its heart—across print, video and online was truly international in feel.

Our judges praise the "Strong creative idea," behind the brand development and say the new identity was, "Simple and soft in execution but powerful in impact."

### Gold - Vietnam Airlines and JWT

Silver - Bluewater and Rocket Content Marketing





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## Strategy

### Best creative strategy

An "Innovative and contemporary creative strategy, relevant to the industry sector," according to our judges, takes the gold in this category. The challenge was to transform the Watch Station International brand, which Fossil operates, into a brand that lived up to the quality of its products.

WSI, as the new strategy puts it, is the brand of stores that Fossil operates around the world, including in various high-end malls. WSI sells fashion watches, which are made by Fossil, for brands including Armani, Michael Kors and premium Swiss-made timepiece companies. The new strategy perfectly aligns with the quality of WSI's inventory, the brand is now dynamic, fluid and precise.

StartJG's strategy focused on telling the stories behind the watches. Since many WSI purchases are made as gifts or to mark special occasions, social and gift walls were installed in stores, allowing consumers to get excited about interacting with the brand. The strategy also focused on the quality of the Fossil and WSI brands to previously sceptical landlords.

"The final result is clean, sophisticated, and well-suited to the target audience...modernized and simple enough to allow Fossil's individual brands to still shine," said one judge. The new WSI logo subtly mimics a watchface and the passage of time, while the clean, light look of the stores – including the pilot spaces in Singapore and the flagship store in Macau – is now being rolled out across Asia.

### Gold - Fossil Group and StartJG

Silver - Winning Appliances

Bronze - Suning and StartJG



### Best brand evolution

A family business that has been in operation for over a century takes its brand evolution very seriously, as you might imagine. Winning Appliances was established in 1906 in New South Wales. It has grown from a hardware and saddlery business into a leader in white goods with 12 locations throughout New South Wales, Queensland and Western Australia.

The brand needed to evolve in the face of a market where the other participants had little to differentiate themselves other than competitive pricing. At Winning Appliances, customer service is the guiding approach and the business has adapted over the years based on customer feedback.

Getting buy-in from the family behind Winning Appliances and its staff members, some of whom have been with the company for decades, was key. To create the new brand, employees were asked to submit photos of "winning moments" from their lives, which became inspirational touchstones for the rebrand.

The new logo is based on the founder's signature, and the graphic nature of 'Winning' combined with the modern typeface of 'appliances' encapsulates the brand's combination of honouring its heritage as well as looking towards the future. Our judges say the rebrand is "Insightful," "Thoughtful," and "Excellent."

### Gold - Winning Appliances

Silver - Fossil Group and StartJG

Silver - Suning and StartJG

Bronze - Anchor Beer and ComZone (Cambodia)

Highly commended – UNSW Arts & Social Sciences and Synsation Brand





## Best strategic/creative development of a new brand

The brand for Sijahtra, a new business in the civet coffee industry, needed a smartly thought-out strategy in order to circumvent the three main challenges the company faced: competitors, whose ethical approach did not match up to Sijahtra's own, thus dragging down the overall reputation of the product; a high price point based on Sijahtra's production methods and shelf-life; and bad publicity that attacked all companies producing civet coffee, rather than distinguishing those who were responsible from those who weren't.

Luckily, the strategic and creative development behind the brand worked to address all of those challenges. "MADE was able to accentuate the great power of culture, ethics and rarity," said one of our judges. Sijahtra's brand establishes the company firmly in the remote region of Banda Aceh, Indonesia, through its visual language and emphasis on the natural. And through premium online design and packaging, the high-end nature of the product is revealed to the consumer.

Overcoming the publicity challenges meant organising journalists to witness the years of research that Sijahtra has put into the development of this product and to see the company's responsible, sustainable approach in action.

Sijahtra launched successfully in January 2014 and has been stocked in Harrods since. Press coverage has focused on the ethical nature of the business, and Tony Wild, who previously led anti-civet coffee campaigning, has supported Sijahtra.

## Gold - Sijahtra and MADE

Silver - Hotel Jen and fluid

Bronze - Coles and Elmwood

Highly commended - Club Med and Labbrand

Highly commended - Latitude Brokers and Unison



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## Type

### Best corporate rebrand following a merger or acquisition

#### Gold - Zuellig Pharma and StartJG

Silver - Bluewater and Rocket Content Marketing

Bronze - VIV and Landor

It can be tempting in a post-merger or post-acquisition rebrand to create an entirely new identity: a brand that concentrates on the new at the expense of the values of the old. But when Zuellig Pharma acquired the leading Taiwanese pharmacy retail brand Yes Chain in 2012, it recognized that the new brand needed to stay in touch with the old brand, at least on some level.

Yes Chain has been renamed Life+, the plus symbol a nod towards the acquisition. In a rebrand that our judges said was "Insight driven, modern and fresh," the Life+ brand responds to changing consumer healthcare needs in Asia. As neighborhood pharmacies are empowered by government to move into being a primary source of healthcare solutions, these premises needed to build a reputation as a place for confidential health discussions as well as dispensing medicines.

The shades of green, clean lines and clearly legible typography of the new brand all demonstrated "An innate understanding of the market in which [Life+] operates...coupled with a beautiful and intuitive design."

Zuellig Pharma bought Yes Chain as part of a larger pattern of acquisitions across Asia, and the brand developed by StartJG can be flexibly applied across new chains as and when required.



### Best brand development project to reflect changed mission/values/positioning

#### Gold - HSBC Now Asia and MerchantCantos

Silver - Swire Properties and Brand Union

Bronze - Bank of Queensland and BWM

HSBC positions itself as a global, local bank – but in 2011, the organisation embarked on a significant program of change, as trust in the financial sector collapsed and scandals laid siege to consumer and employee confidence. New positioning was urgently needed if HSBC was to repair the damage done by the global financial crisis.

This brand development project didn't centre around a new logo, or updated imagery. Instead, HSBC put values at the centre of its new strategy. HSBC has over a quarter of a million employees across over 80 countries, and if the new positioning was going to succeed, it needed to unite those employees.

HSBC Now was a crucial part of that work. As a brand development project, it divests from the norm. It's a regular TV programme, broadcast on the company intranet, that takes the stories of HSBC employees and foregrounds them in a unique way. From charity work to personal issues, it gives the bank's employees a chance to talk about why they're proud to work for HSBC, and in doing so, reinforces the values at the heart of the bank's new positioning.

Displaying remarkable innovation for the banking sector, HSBC Now has succeeded in making viewers feel more connected to the bank, in uplifting overall engagement, and in making viewers feel "part of one global HSBC community." The judges felt that the results were unarguable, and said this project was "great work in an unexpected industry."





## Best rebrand of a digital property

## Gold - Li & Fung and Sedgwick Richardson

Silver - Anglo Chinese Group and Sedgwick Richardson  
Highly commended - MovePlan Group and 400

The rebrand of the corporate website for Li & Fung was simple but well-executed, earning it a gold in this category. Li & Fung, a Hong Kong institution, is a supply chain management company with a digital presence that was stuck in the past. The new website needed to clarify exactly what the company does, and position its services as a valuable resource for vibrant, entrepreneurial businesses.

The digital rebrand also needed to make sure Li & Fung could continue to act in the increasingly competitive marketplace, against other companies expanding into supply chain management such as Alibaba.

The new site conveys a sense of the people behind Li & Fung's 30,000 staff, putting them front and centre on the homepage. New information architecture and clearly signposted areas for stakeholders help visitors to navigate their way around, and a five-step company philosophy replaced the previous 14 points needed to explain the business.

Visitors now spend an average of three minutes on the website, as opposed to 30 seconds pre-rebrand. Sedgwick Richardson installed a seamless CMS for Li & Fung employees to use, and the company has also made its first moves into content marketing and social media on the new site. The judges praise the "Very beautiful, elegant website" and the way the rebrand conveyed "A sense of personality and presence."



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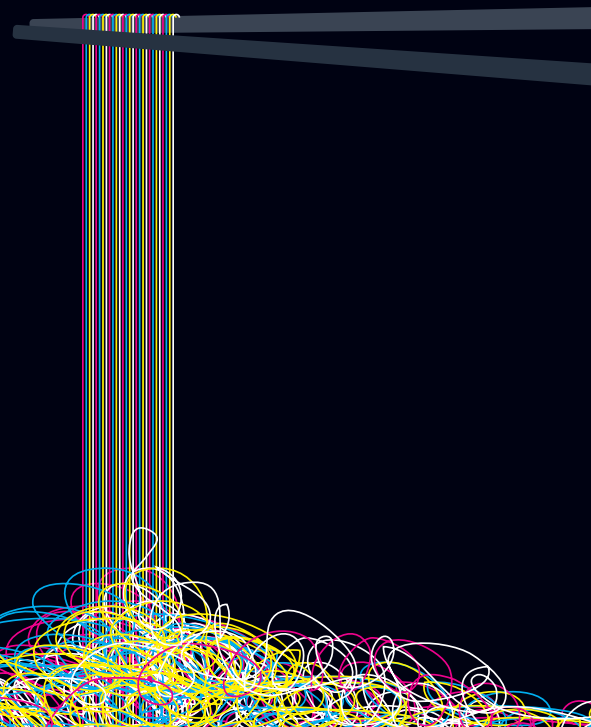
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## Sector

### Best visual identity from a charity, NFP or NGO

A ring can symbolise many things, commitment, fidelity, trust, safety and, for the non-profit organisation Plastic Free Seas, a lifebuoy. The ring mark is central to Plastic Free Seas' visual identity, as developed from 2012 onwards by Brand Union on a pro-bono basis.

Plastic Free Seas seeks to cooperate with governments and communities to achieve its aims. At the heart of the NFP's mission is protecting the ocean from the gallons of plastic debris that pollute our seas and eventually find a way back to humans. Plastic Free Seas needed an identity that highlighted the issues without creating anger or promoting conflict, as the organisation believes significant change can only be achieved through cooperation.

Transform judges praised the design of the ring mark and said it was "A very clever metaphor" for the idea behind the charity. It symbolises protecting the ocean and has found its way onto tote bags and posters as well as actual physical rings handed out to people who pledged to strive for plastic free seas. The organisation has also been able to partner with Sinopec and the Hong Kong government to further its goals.

### Gold - Plastic Free Seas and Brand Union

Silver - Kely Support Group and StartJG



### Best visual identity from the professional services sector

Like many other sectors, the legal industry in China and Hong Kong has grown significantly over the past five years. For mid-sized law firm Stevenson, Wong & Co., taking advantage of this growth—and not getting left behind by competitors—was very important.

In October 2013, Stevenson, Wong & Co. entered into a partnership with AllBright Law Offices, a major Chinese firm. This partnership expanded the reach of Stevenson, Wong & Co. and allowed them to offer cross-border services to clients.

This new association was the perfect time to develop a fresh identity. Stevenson, Wong & Co. used the strapline 'forward thinking' to describe the business, but the visual brand was tired and didn't reflect the new era the firm wished to move towards. The new visual identity needed to avoid brand stereotypes of law firms as staid and predictable and communicate innovation, flexibility and cross-border expertise.

The judges were impressed with the geometric patterns used to characterise the new identity, with multiple permutations signaling the specific services provided by Stevenson, Wong & Co.: from employment law to regulatory enforcement, intellectual property to technology and communications, family law to banking and finance, with one judge saying that the work had a "Perfect graphic design for a professional services firm [and] clear project goals." The new brand stands out and differentiates this firm, and provides plenty of room to expand and develop in the future.

### Gold - Stevenson, Wong & Co. and Living Group





## Sector

### Best visual identity from the financial services sector

FIFGroup is the leading multi-financing company in Indonesia. As well as being the largest motorcycle financing company in the country (of Honda motorcycles), FIF also offers Sharia-based financing and financing for electronics and home appliances.

The new visual identity had to take into account the multiple permutations of FIF in addition to acknowledging the fact that the company is a subsidiary of PT. Astra International.

The new brand grew out of an architecture that allows the company to strengthen its current position and pursue future business opportunities. FIFGROUP became the new umbrella name for the brand, under which FIFASTRA represents motorcycle financing and SPEKTRA the multi-product financing business.

The new brand iconography is sleek and clean, differentiating through colour scheme the individual arms of the business while still maintaining the brand family. The new brand has been executed across multiple touchpoints for FIFGROUP, including digital platforms, corporate stationery, and staff uniforms. The brand's imagery focuses on the possibilities that FIFGROUP financing can bring to consumers, from suggested travel destinations to the thrill of a motorcycle trip with friends.

"The strategy greatly answered the challenge," says one Transform judge. "And in turn, the results delivered."

### Gold – FIFGroup and MakkiMakki



### Best visual identity from the financial services sector

"A new visual identity that upped the brand's game in relation to its competition," one Transform judge says about the Gottex rebrand, which takes home a joint gold in the financial services category.

Branding in this industry is fraught with the need to project responsibility and longevity. However, Gottex, a fund manager in the top-30 global hedge funds and the second largest independent fund in Europe, had a visual identity that simply did not live up to the vibrant, strong, progressive spirit of the business it represented.

Following interviews with employees, Living Group took the bland, uninspiring, grey and blue-toned identity of Gottex and transformed into a brand that is as dynamic as the fund itself.

The grey and blue is now yellow and orange, and the visual mark retains an echo of the old identity while still being unmistakably new. The warm colours and dynamic chevrons of the new brand are versatile, as has been demonstrated by the application across multiple touchpoints including new marketing and investor relations collateral.

This rebrand received a high scores from the Transform judges, for creating an identity that sits comfortably within the financial services sector while still standing out. As one judge says, the new Gottex brand brings, "The visual identity back to the 21st century!"

### Gold - Gottex and Living Group





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### Best visual identity from the retail sector

"I can only imagine the challenge brought on by this project," says one of our judges in reviewing the gold-winning entry for the retail sector. B&Q has been in China for over a decade, yet its DIY ethos has, as yet, failed to catch the imagination of consumers.

This is partly due to the cultural paradigms at work: home renovation in China can be dangerous and unpredictable, there is a lack of trust in the market, and DIY is seen as low-status by the Chinese, who, market research suggests, prefer a do-it-for-me approach over do-it-yourself.

FITCH and B&Q China strove to create a middle way between the two philosophies: that of DIWM, or do-it-with-me. B&Q China challenged FITCH to reinvent its brand for the Chinese market, and FITCH achieved this by creating a new brand, VIVID, which coaches the customer through every step of the home renovation process.

The new identity makes full use of the digital tools available, encouraging users to gather inspiration online and test their choices out on screen. It gives users complete control over the process, and the new brand successfully makes the jump from the virtual to the physical by being present in user interactions every step of the way.

Judges praised the collaborative concept behind this rebrand and the execution of a "Well-integrated digital and physical platform."

### Gold - B&Q China and FITCH

Silver - Winning Appliances

Bronze - Fossil Group and StartJG

Highly commended - TianHe and FITCH



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### Best visual identity from the energy & extractives sector

In creating a new visual identity for VIV, Landor was able to draw on the fact that VIV's approach to the petrol industry is fresh and modern – in fact it's almost revolutionary.

The energy and extractives sector, particularly as it applies to service stations, can get stuck in the past. But growing numbers of private car users and skyrocketing oil consumption meant there was a gap in the market for an aspirational brand that recognised the importance of lifestyle to its consumers.

The VIV identity moves away from the serviceable and functional into a design that is lively, fluid and engaging. The bright colours of the new brand are like a beacon to drivers in need of a break – they also function as a signal to the future. The modernity of the signage is reflected in the brand's expression across platforms from digital billboards to sandwich packaging.

Judges praised the fact that there the flexible brand allows for future development within the identity as VIV and the market mature together, mentioning that the visual identity was "Well considered" and had a "Really fresh feel".

### Gold – VIV and Landor





## Sector

### Best visual identity from the technology, media & telecommunications sector

For a company that creates components of vital importance to virtually every modern electronic device – mobile phones, laptops, TVs – Murata's brand was curiously old-fashioned. Murata also wanted to make sure that it was known for more than just electronic components; it wanted to reposition itself as a solutions provider and explore new industries, including automotive, healthcare, energy and environment.

The new brand needed to build upon the years of brand equity Murata had developed, while also moving the brand forward. Living Group created a new brand mark that keeps the authentic feel of the old brand, but simplified the typefaces and visual presentation for a more lasting image. The design across the new website and marketing collateral balances the same two ideas: it harks back to the first capacitor built by Murata in the 1940s, but in a design that is unmistakably modern and propulsive.

Judges praised the new look for Murata, saying, "Living Group has created a striking new brand identity for Murata that connects well to the past whilst giving the company a fresh new look for the future...the website is a very impressive visual asset which connects well with the brand identity."

### Gold - Murata and Living Group

Silver - Multivision Plus and Flux Design



### Best visual identity from the travel & leisure sector

"I want to stay here!" was the response of a Transform judge to the gold winner in the travel and leisure sector. And indeed, the visual identity presented by the SEAMARQ Hotel in South Korea is one of remarkable beauty.

The hotel property is currently undergoing a complete rebuild by the owners, in order to take advantage of a confluence of several factors. Short haul travel is becoming more and more popular in Asia, meaning the way the hospitality industry approaches customer relations is shifting. Moreover, in the Gangneung area where SEAMARQ is located, there has been plenty of redevelopment in recent years, including much improved transportation links with Seoul. And in 2018, the Pyeongchang Winter Olympics will drive huge numbers of tourists to the area.

The rebuilt hotel will have a visual identity centred around the Korean concept of "jo hwa," or harmony. The brand balances modern and traditional modes of being in Korea, and represents local flora and fauna through bright colours but a minimalist aesthetic style.

Our judges liked the sense of place that came through in this rebrand. One says, "I liked the use of local insights transformed in to a subtle useable creative execution. It's distinctive and visually appealing."

### Gold SEAMARQ and Lander

Silver - Air Asia and The Partners





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## Best overall visual identity

Gold VIV and Landor

This case study, which has won one bronze and two gold awards tonight, asks consumers to imagine what a service station could be, not what they know a service station is. Could it be a hub for multiple service offers? Could it be a meeting place? Could it be a signpost towards the future?

The visual identity created for VIV imagines that a service station could be all those things. In China, this brand is a revolutionary approach to the usual visuals associated with the roadside petrol industry: VIV's identity moves away from the proletarian and towards the individual.

The blue-green-yellow gradient of colours of the identity go from a cheerful daytime signal to a glowing night-time beacon, responding to the changing environment. Just as Chinese consumers have responded to their own changing world by seeking out brands that respond to them, so VIV's branding shows how pioneering and modern the company's approach is. Judges say the brand is modern, lively and fluid and exhibits a fresh approach to branding in the sector.





## Grand Prix

### Sijahtra and MADE

At Transform, we take the idea of true excellence in branding seriously. The Grand Prix represents the best of the best: the most outstanding work of all the outstanding winners from tonight. This rebrand has collected three gold awards already, and stood out at every possible turn.

Sijahtra and MADE faced a branding challenge with aplomb. Persuading consumers and media that Sijahtra's civet coffee was an ethical purchase, and worth the high price, took ingenuity and skill.

The brand that achieved this objective can best be summed up by its own tagline, "Rare. Responsible. Redefined." Every element of the Sijahtra brand is present in those words, from the immaculate packaging to the copy style that seduces the audience. The visuals of the brand locate it seamlessly both within the remote region of Indonesia where the coffee beans are produced, and within a global community of other high-end brands.

Creating a brand that tells an ethical story as well as a premium story is challenging. Sijahtra and MADE used everything at their disposal, from taking Harrods on a trip to see where the coffee is produced, to the brand booklet which tells the story behind the coffee.

Sijahtra is still a young company, with plenty of room to grow. The excellence of its branding looks sure to grow alongside it. Judges say the rebrand was, "Exemplary" and "Beautiful" and commented on the powerful impact it has on its audiences.

Sijahtra's ability to reposition a product with a poor reputation into a luxury brand, along with its attention to quality design and strategic approach make it this year's Grand Prix winner.

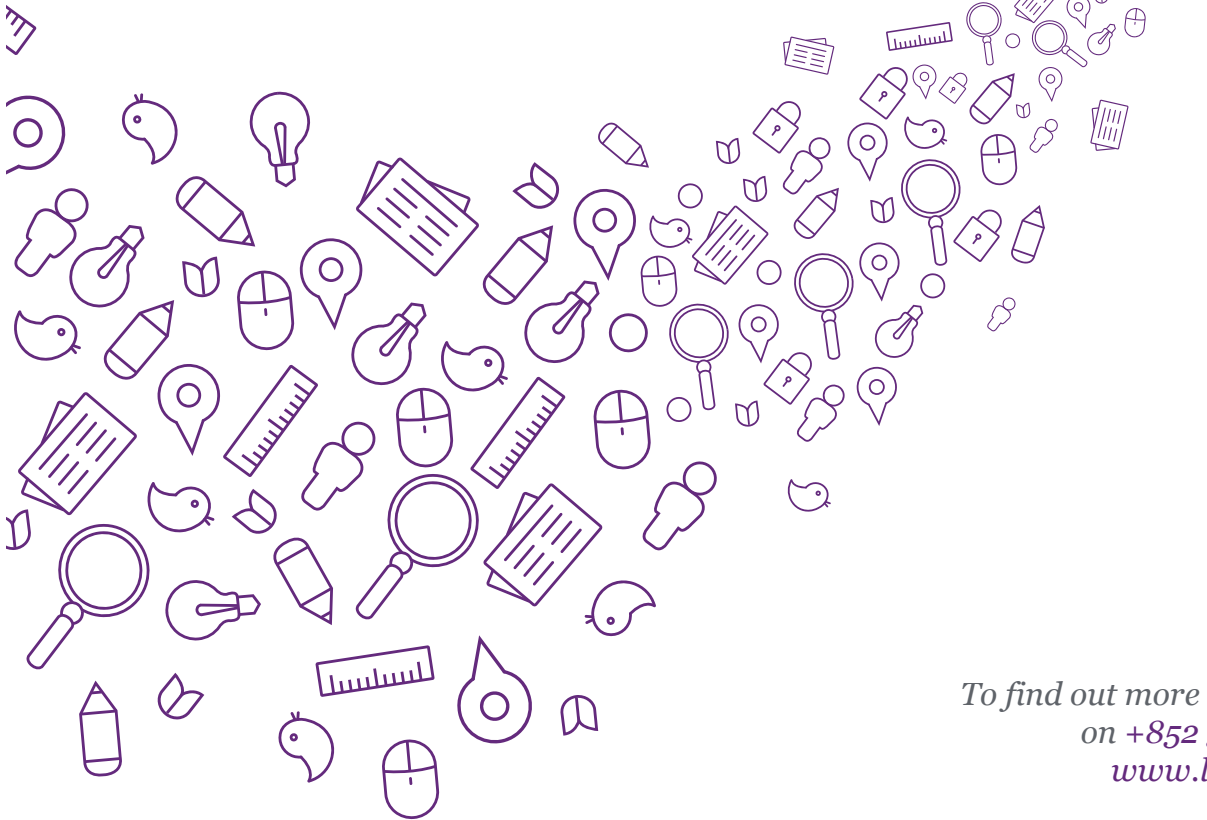
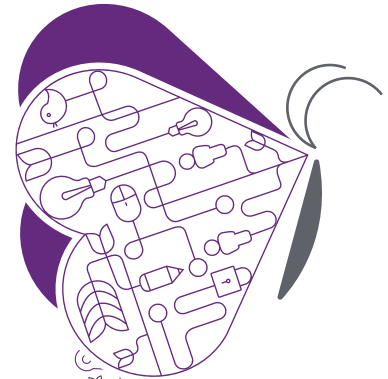




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