

Brand Development Framework

Note – the following is an extract from the overall [Marketing and Communications Strategy Framework attachment](#).

Within a marketing and communications framework, brand development is about having clear definition of the organisation's brand assets and the protocols and procedures around application of logos, palette and position statements. It is important to appreciate that the application of the brand and positioning will extend beyond the implementation activities of the Marketing and Communications Unit. Consequently, the process should engage and involve other business units for input on the limitations and requirements of practical implementation.

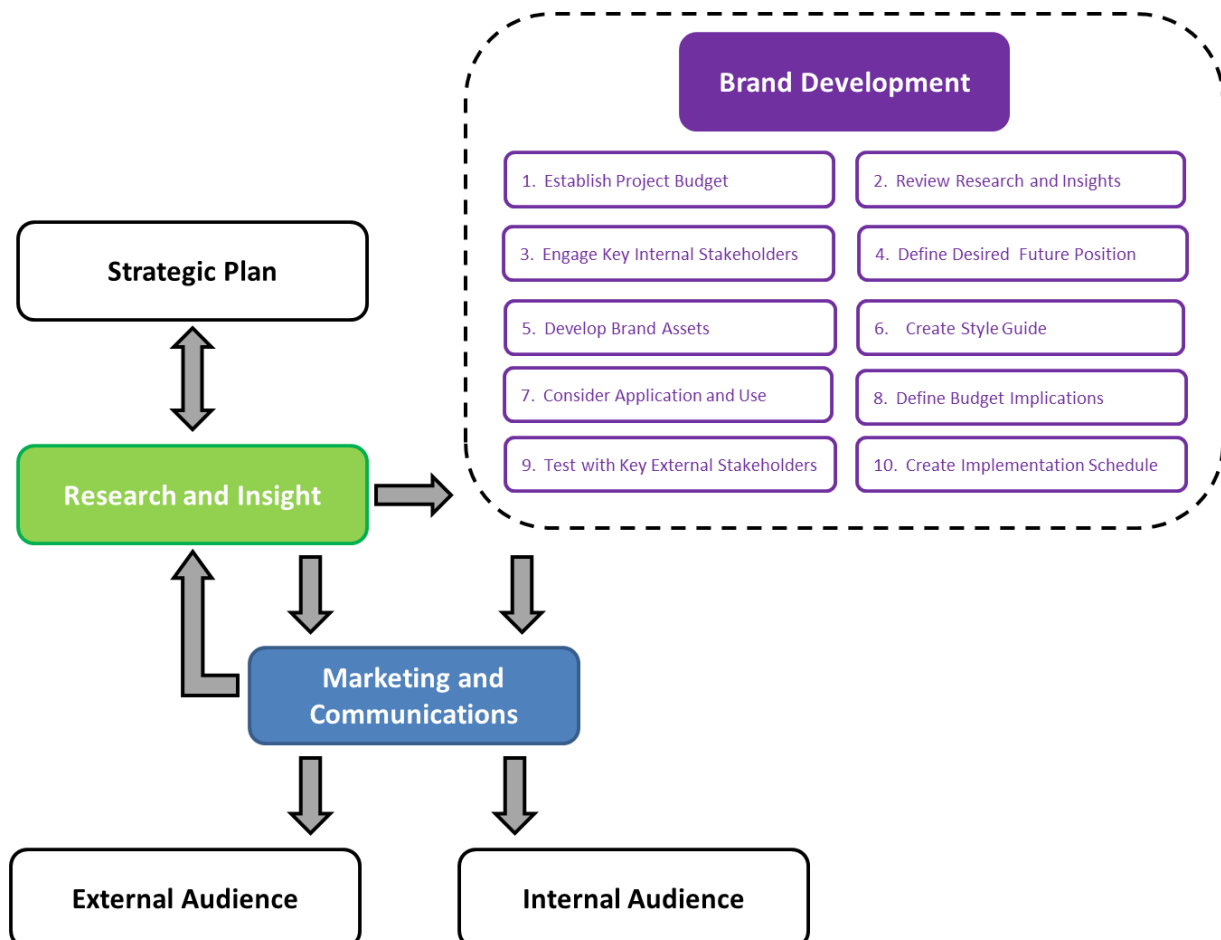
There are three key objectives that need to be realised in the Brand Development process for the new entity. These are:

Alignment on position for new entity: Brand supports how entity needs to be positioned.

Style guide outlining protocols and rules: Guidelines available for all business units.

Schedule for roll out of application: Timeline for implementation across organisation.

The figure below shows Brand Development driven from Research and Insight and contributing to the Marketing and Communications tactical plan, and lists the required steps.



Brand Development has a linear relationship with Research and Insight; and Marketing and Communications tactical plans. Research and Insight deliver critical information on key stakeholders' perceptions and aspirations for the new entity from which the brand can be developed to underpin the creation of Marketing and Communications tactics. The Brand Development process in itself does not measure performance of the brand as this is captured as part of the reviews embedded in the Marketing and Communications tactics and the ongoing Research and Insight program.

Brand Development

It is assumed for the purposes of this framework that the name of the new entity will have been established. Consequently, the key steps in Brand Development for the new council as listed in the previous illustration are now briefly outlined as follows:

1. Establish Project Budget

There is little value in commencing any part of the brand development process if the organisation does not have a sufficient budget. Consequently, the first step in the process should be to define the costs for the development of the brand assets and positioning and supporting style guide. It is likely that a creative agency will need to be engaged to assist with the project and consequently up to three providers should be requested to provide indicative costs. As part of this process there should also be an initial discussion with other business units as any application for a budget allocation should include an estimate of the cost of implementation across the organisation beyond those elements with responsibility of the Marketing and Communications unit. Examples may include signage, uniforms and general stationery.

2. Review Research and Insights

The Research and Insight program should be expected to provide a basis as to the expectations and aspirations of external stakeholders towards the organisation. Understanding how the organisation is currently perceived by key audiences is an important basis from which to develop the new entity's branding and positioning.

3. Engage Key Internal Stakeholders

In addition to understanding the final implications of new brand assets, it is also critical to engage representatives of internal stakeholder groups both for their input on their aspirations for the organisation and to help facilitate ongoing support and engagement across the new entity with the adopted positioning.

4. Define Desired Future Position

With an understanding of external perceptions and engagement from key internal stakeholders, the next step in the process is for the organisation to determine its desired future position – or how it would like to be perceived by key audiences. It may be that the external perceptions are aligned with the organisation's preferred position or there could be gaps that need to be addressed. With a new entity it is more likely that

external stakeholders are yet to form strong opinions or beliefs which present an opportunity to more readily position the organisation.

This opportunity also comes with the risk that early initiatives and communications will have a far greater influence on the development of perceptions. It is recommended at this time to engage the most senior members of staff to ensure that the desired future positioning aligns with the aspirations and overall objectives of the organisation. There should be an appreciation that while brand identity and positioning will assist with creating a positive perception of the new entity, it will be less effective if it is not supported and reflected in the culture and practices of the organisation. This makes the involvement and engagement of the senior executive most critical.

5. Develop Brand Assets

Developing brand assets – logos, colour palates, tag lines – is simple to achieve but difficult to do well. It is a process that is both creative and grounded in specific insights and objectives. While it is likely there will be individuals in the organisation who believe they can undertake this process, and indeed may already have ideas, it is preferable to engage a creative agency to ensure the balance between creativity and strategy. The brand and positioning should be realised across the organisation – with touch points engaging all aspects of the organisation. For example, while it is often readily recognised that it will be apparent in signage, collateral and staff uniforms, branding should also be a demonstrative part of both the public facing and internal work areas with the brand identity complementary of the organisational culture and evident in interaction of staff with ratepayers and customers. The brand is the identity of the organisation and should be leveraged as such.

6. Create Style Guide

Implementation of the new branding and positioning will require finite rules and protocols. The creation of a Style Guide that is accessible across the organisation and addresses all applications of the brand assets should be created as soon as the elements of the branding and positioning are agreed. Again, the need for the brand position to be understood and supported across the organisation is key to its success in influencing external stakeholders.

7. Consider Application and Use

As mentioned previously, to be most effective, the new entity will have a need to apply the new branding and positioning across the organisation which will have implications beyond the Marketing and Communications Unit's functions. Examples outside of the normal scope of promotional tactics may include signage, uniforms and general stationery. An audit of the organisation should be undertaken to identify the extent to which the new branding will need to be applied to identify both scope of works and any unforeseen issues.

8. Define Budget Implications

In concert with defining the complete application of the brand assets and identifying any physical issues or problems, there will also be the need to establish the total cost of implementation across the organisation.

While cost of implementation should not command the design of brand assets, it would be unrealistic not to be prepared to scale back components if confronted with excessive and avoidable implementation costs.

9. Test with Key External Stakeholders

Having reached agreement and engagement with key internal stakeholders on the brand and positioning and having satisfied that implementation is within budget parameters, it is recommended the attributes are tested with representatives of key external groups. This process should be as a final review to identify any unforeseen issues rather than to contribute major insight and consequently would be expected to involve three to four focus groups of up to eight individuals.

10. Create Implementation Schedule

The development of the branding and positioning has necessitated the engagement and contribution of senior executive from all parts of the organisation. It will now be necessary to again work across the whole of business to create a schedule for implementation. Ideally application would be simultaneous across the organisation. However, there may be physical or budgetary constraints that need consideration. Even without limitations or impediments to wholesale application there will need to be a detailed implementation schedule adopted to ensure that all aspects are captured. The schedule should include timelines and assign responsibility within each business unit.

Brand Development Checklist

In completing the process of Brand Development for the new entity, there are three key objectives to achieve. A schedule of these, outlining necessary actions, the individuals with responsibility for delivery and the anticipated resources requirements are outlined in the checklist below:

OBJECTIVE	ACTION	RESPONSIBILITY	RESOURCE REQUIREMENTS
Alignment on position for new entity	Review Research and Insights Engage key internal stakeholders Define desired future position Test with key external stakeholders	Head of Marketing Senior Executive	Senior Executive
Style Guide outlining protocols and rules	Develop brand assets Create Style Guide	Head of Marketing Creative Agency	Budget Allocation Creative Agency
Schedule for roll out of application	Consider application and use Define budget implications Create implementation schedule	Head of Marketing Heads of Departments	Budget Allocation Senior Executive