

RAADDA

**THE REALITY OF
BRAND STRATEGY**
January 2021



mark@radda.com



BRANDS



brand helps people identify
what's being sold and who is selling it

BRANDS



brand helps people identify
what's being sold and who is selling it

brand helps people trust
I know what they stand for and I like it



BRANDS



brand sets the rules
how a company behaves, the
decisions it takes

BRANDS



brand sets the rules
how a company behaves, the
decisions it takes



brand creates value
an emotional need, an emotional connection

BRANDS

LOGIC

EMOTION



FACTS
price
safety
reliability
fuel efficiency
insurance

LOGIC

EMOTION



LOGIC

FACTS
price
safety
reliability
fuel efficiency
insurance

EMOTION

FEELINGS
fun and enjoyment
pride and passion
telling the story
how it makes you feel
what it says about you



A BRAND DEFINITION

A set of **enduring and shared perceptions**
in the mind of customers, staff and stakeholders.

The stronger, more coherent and more compelling they are,
the more likely they will influence decisions and bring value.

BUILDING A BRAND



A BRAND IDEA

START WITH AN IDEA
BIG, SIMPLE, COMPELLING, TRUE

A BRAND IDEA



the third space

A BRAND IDEA



excellent engineering

A BRAND IDEA



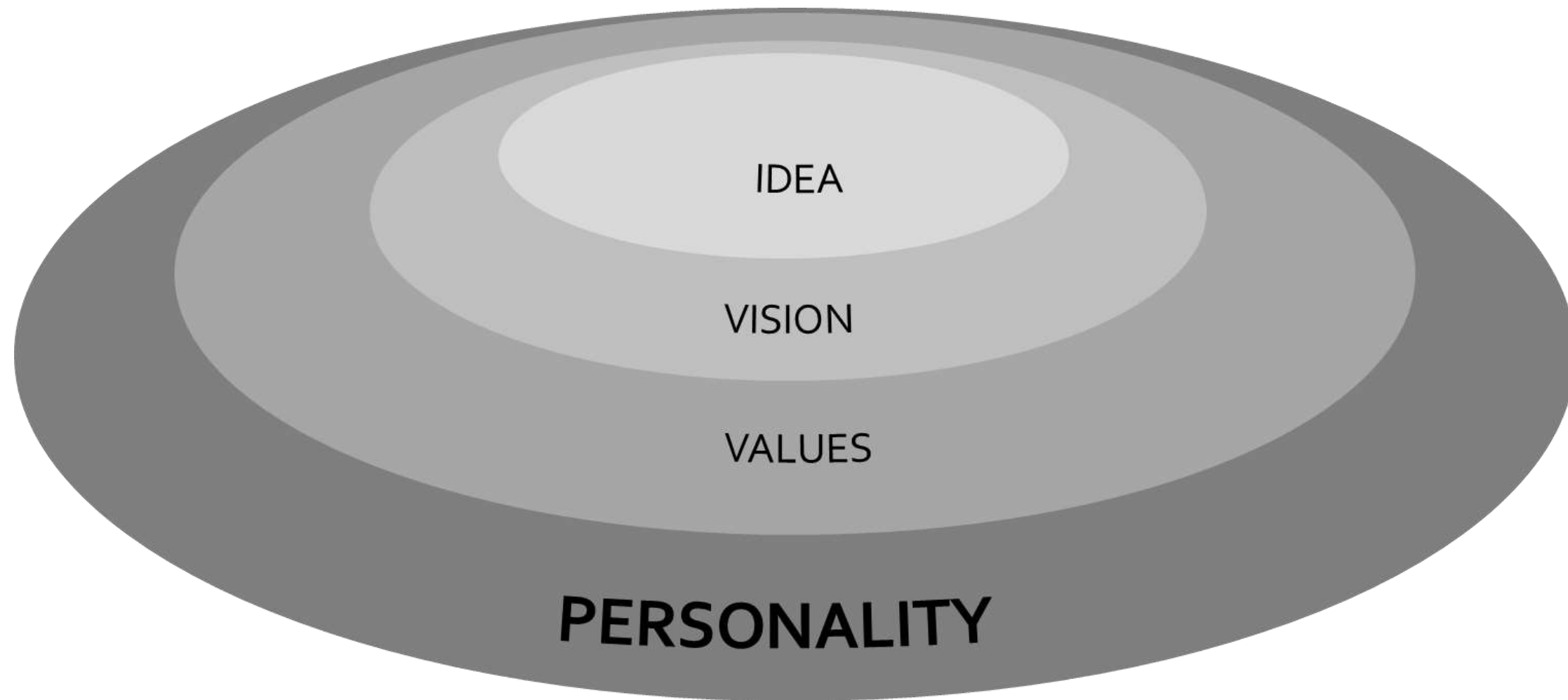
challenge convention

A BRAND IDEA

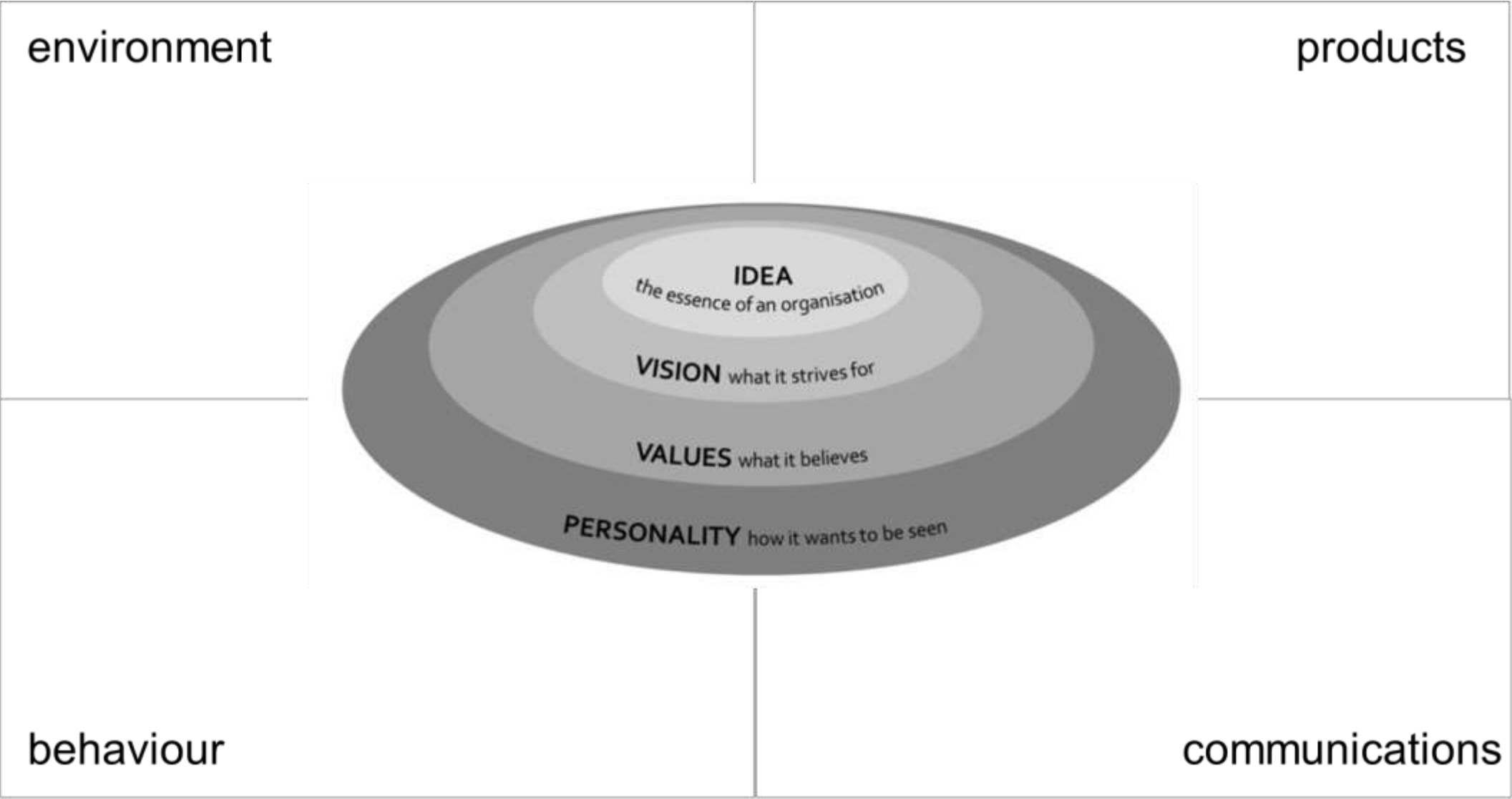


against the grain

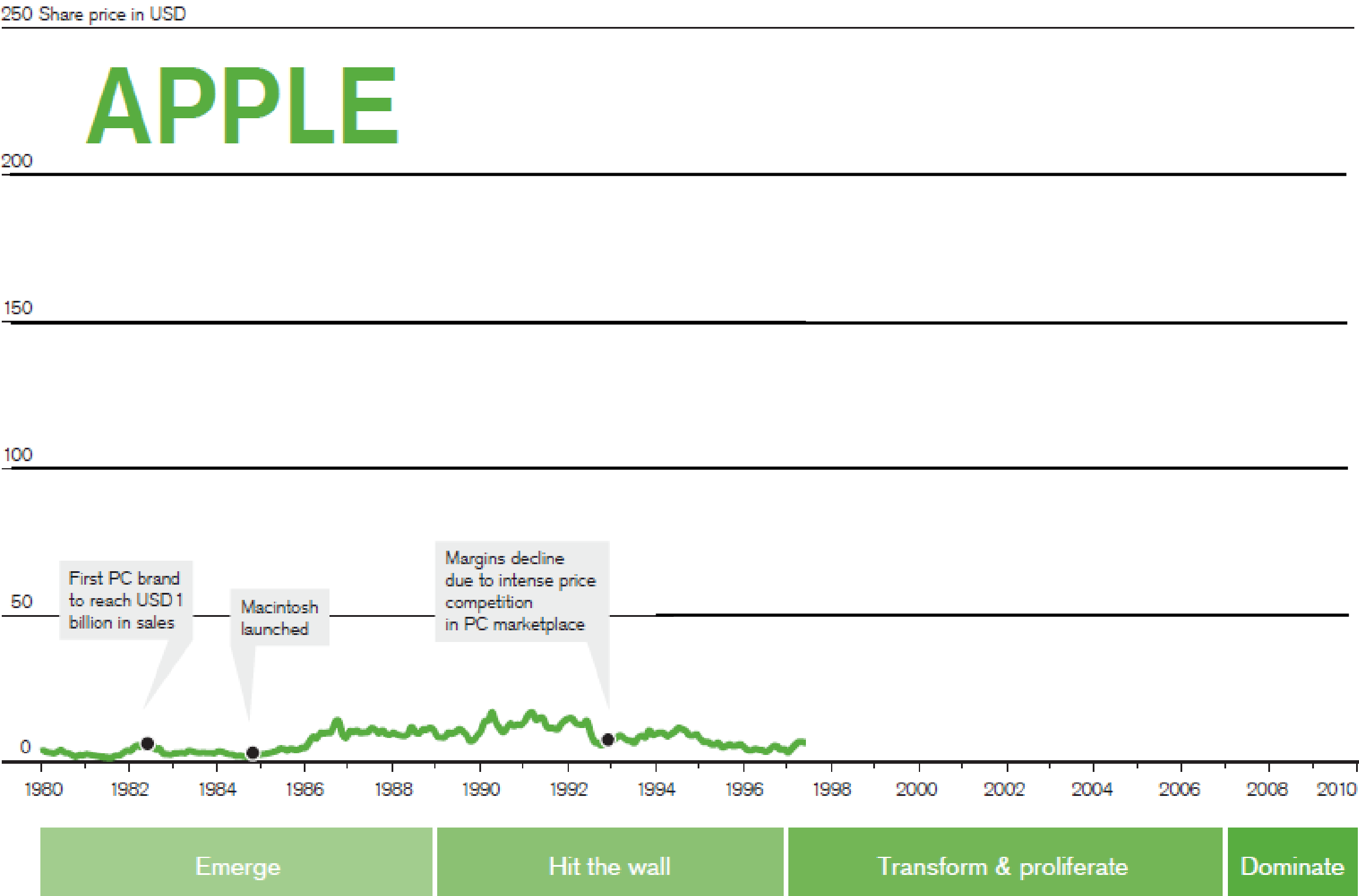
A BRAND MODEL



A BRAND MODEL



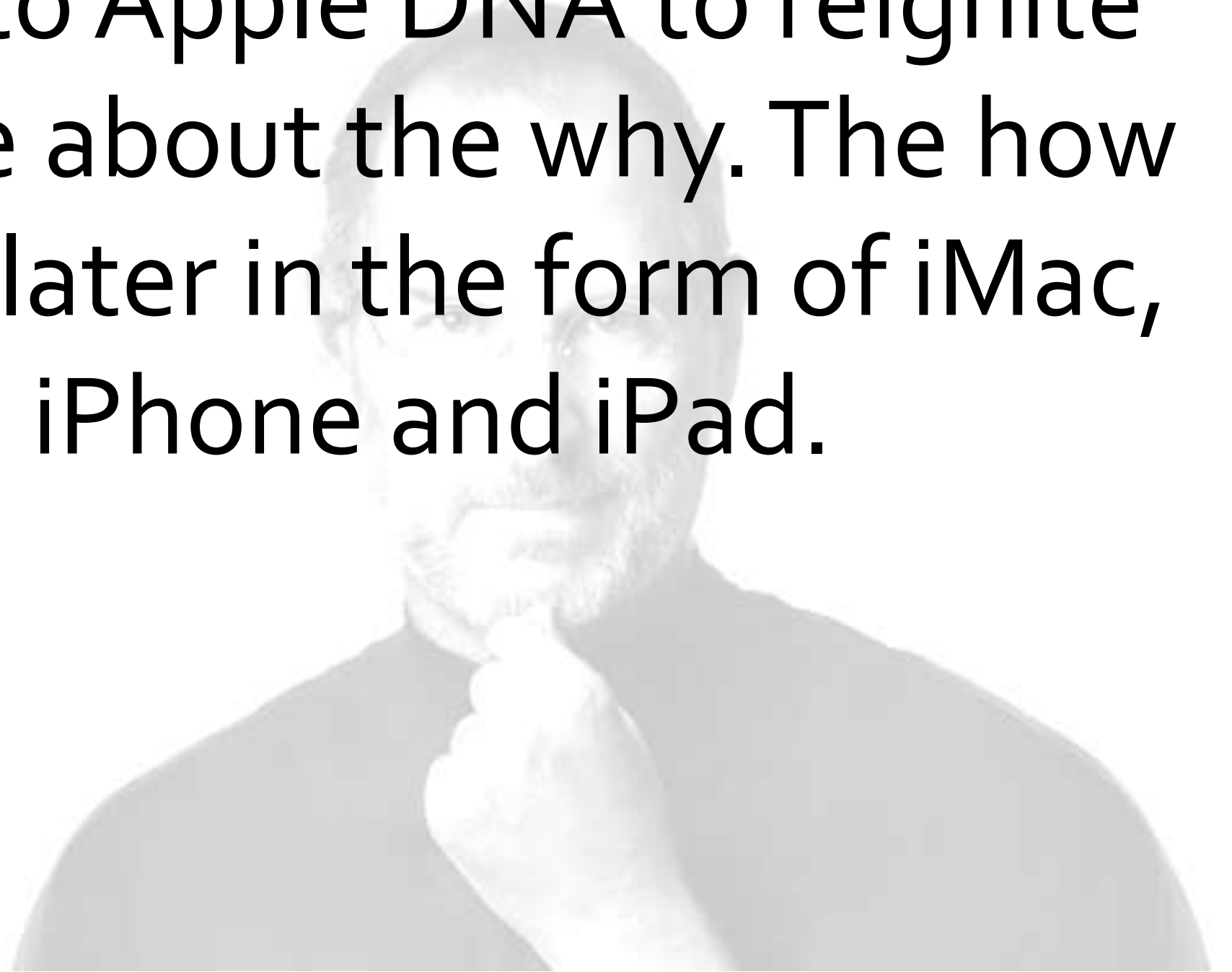
A STRUGGLING BRAND



Source: Company data, Credit Suisse estimates

A CLEAR IDEA

We dipped deep into Apple DNA to reignite the flame. We spoke about the why. The how and the what came later in the form of iMac, iPod, iTunes, iPhone and iPad.





Think different.



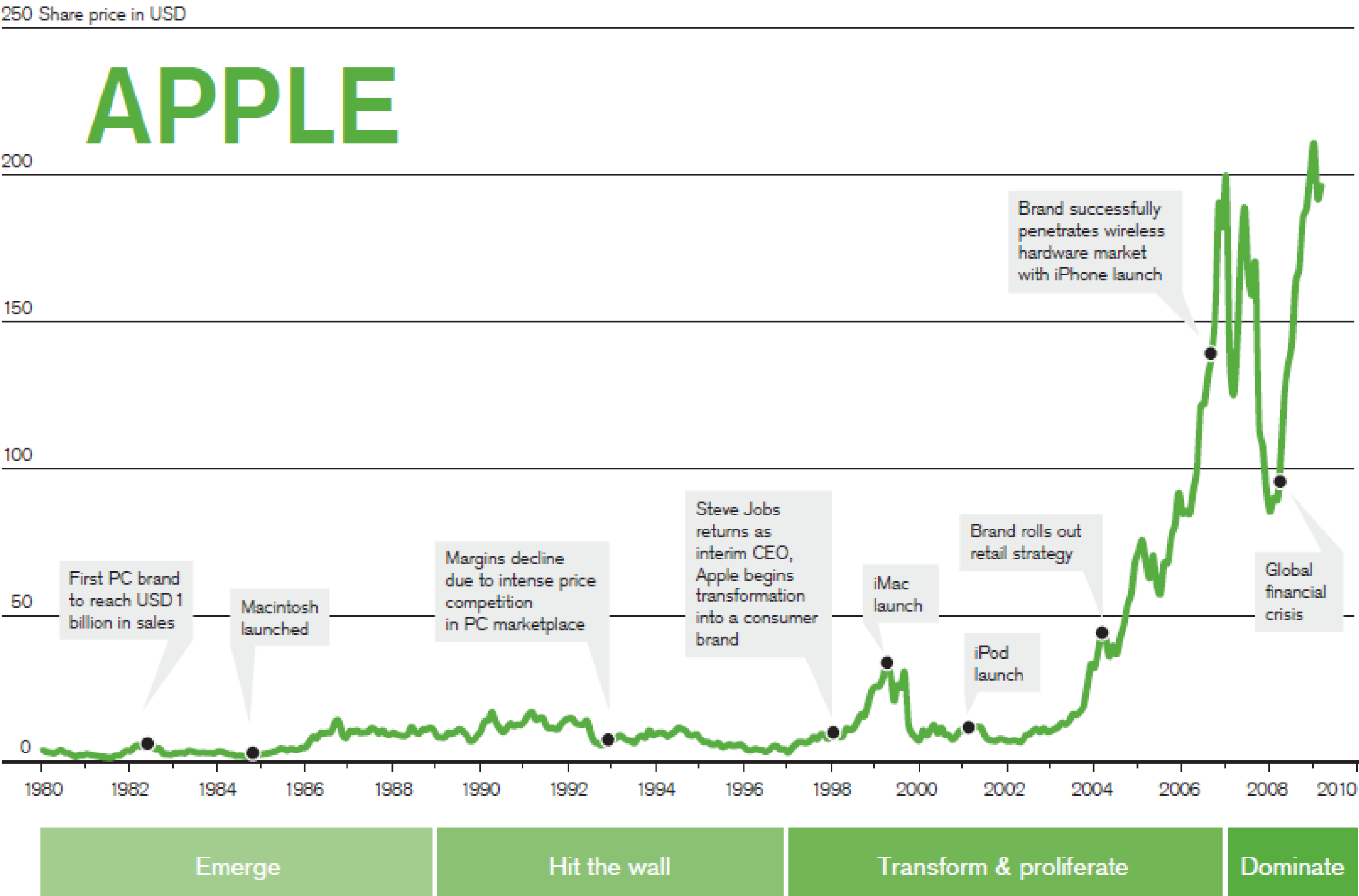
Think different.



Think different.

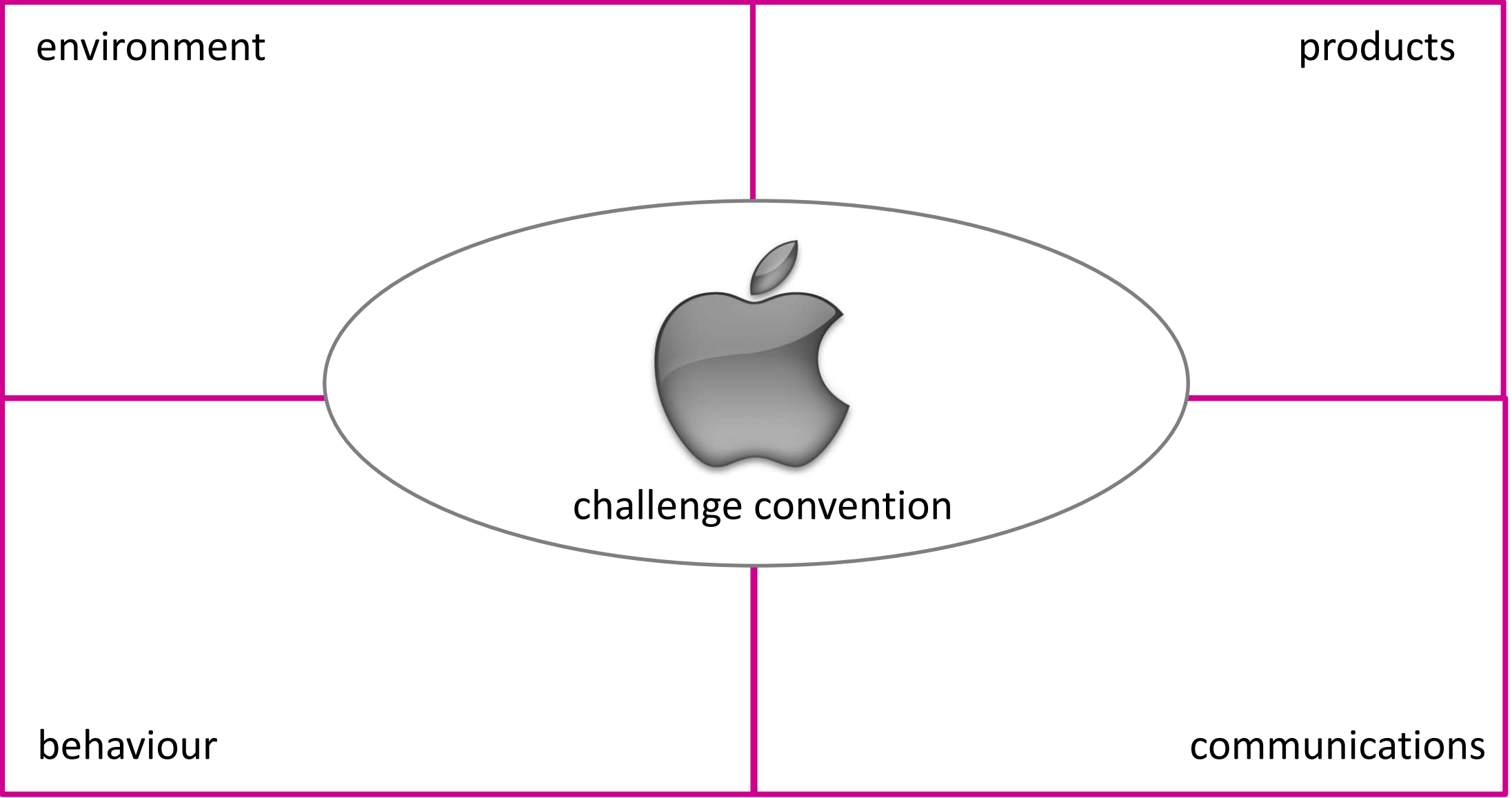


A REINVIGORATED BRAND



Source: Company data, Credit Suisse estimates

A BRAND IDEA



A BRAND IDEA EXPRESSED

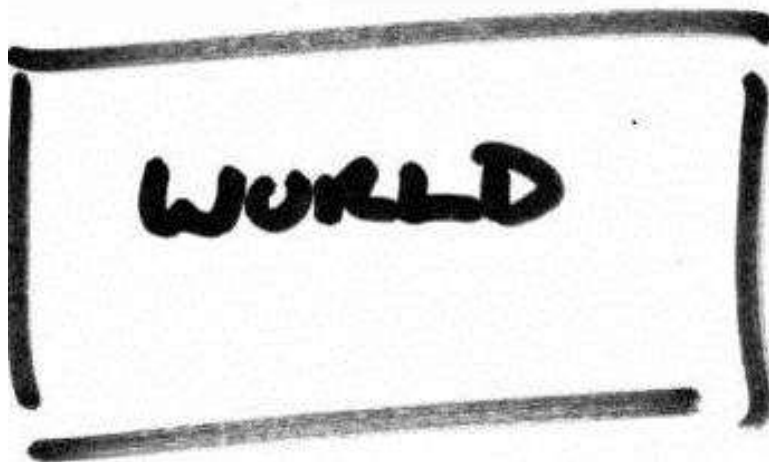


THE TYPICAL PROCESS



THE TYPICAL PROCESS

what's happening in the world?
what are the new trends?
what are the risks?
who are the competitors now?
who will they be tomorrow?
who are your customers?
how are they segmented?
what do they want?

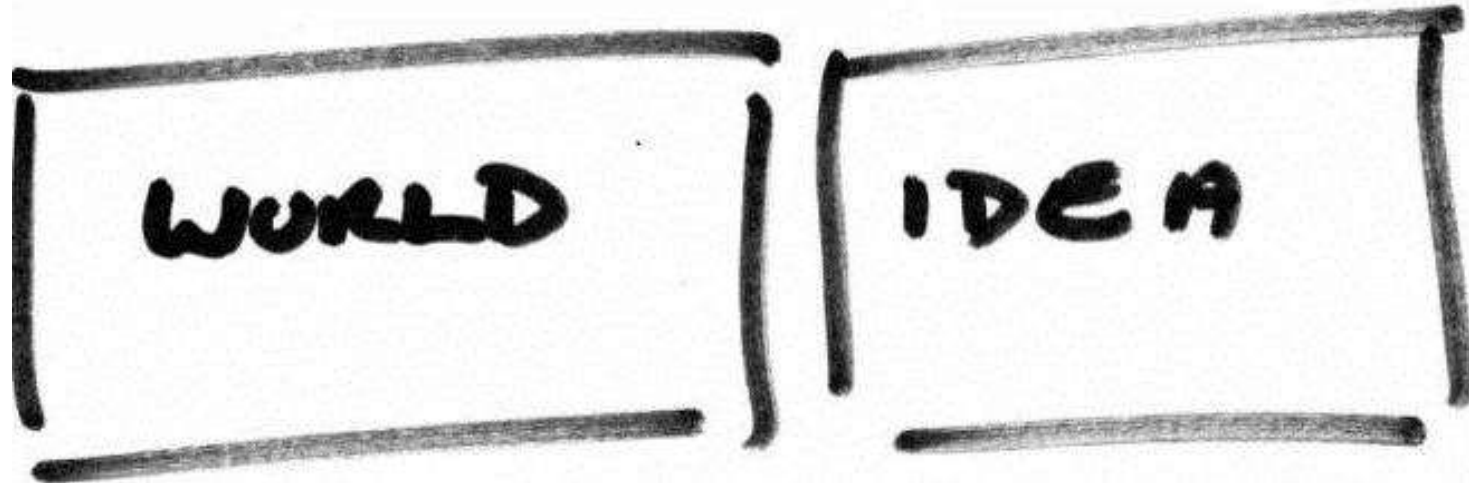


what's the business vision and strategy?
is there clarity of purpose?
how strong is the leadership?
how united is the business?
what's the culture like?
are the staff up for change?
which products are winners?
what's in the pipeline?

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what does the world need?
what do people think they need?
where's the unmet need?



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what's special about you?
what do you believe?
what are you capable of?

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what does the world need?
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where's the unmet need?

logo
basic elements
tone of voice
strapline
key marketing messages

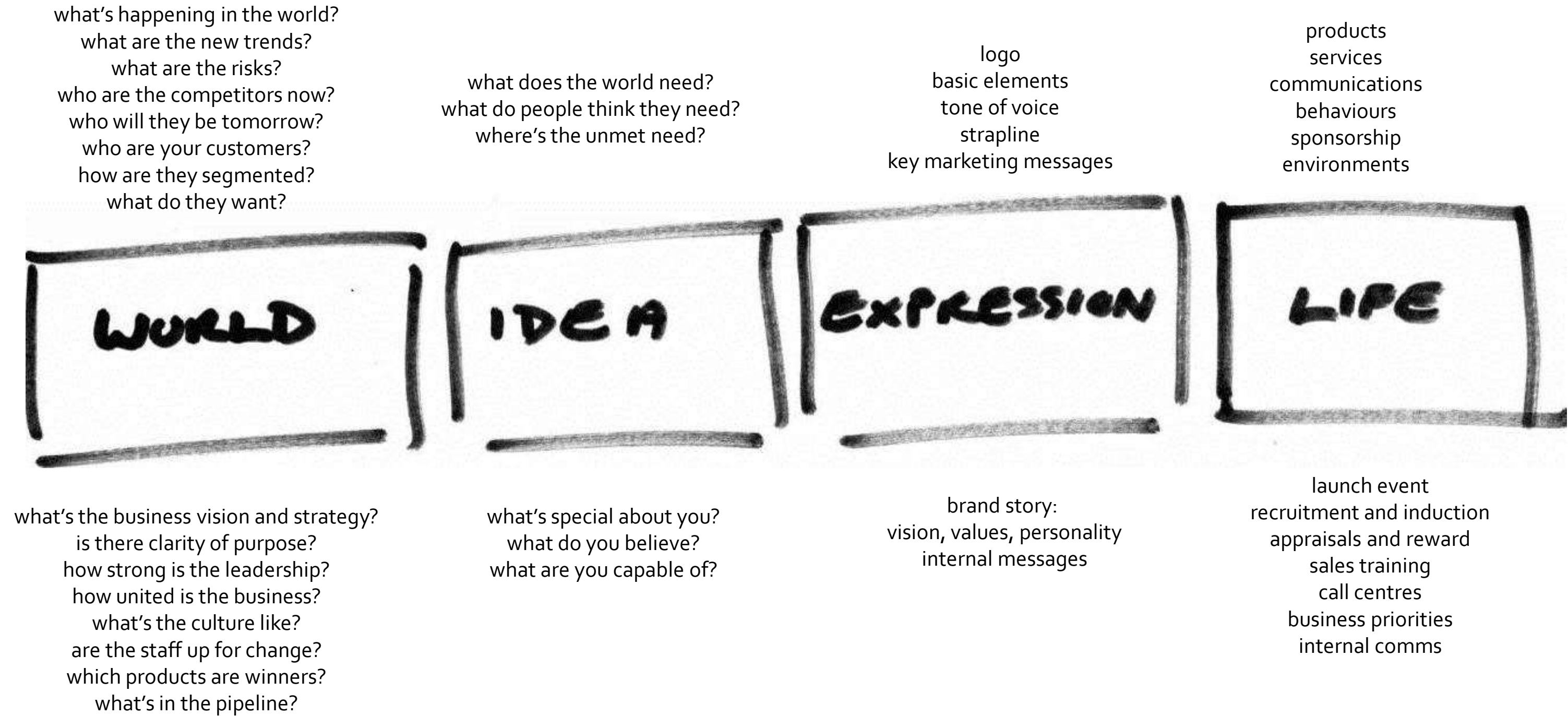


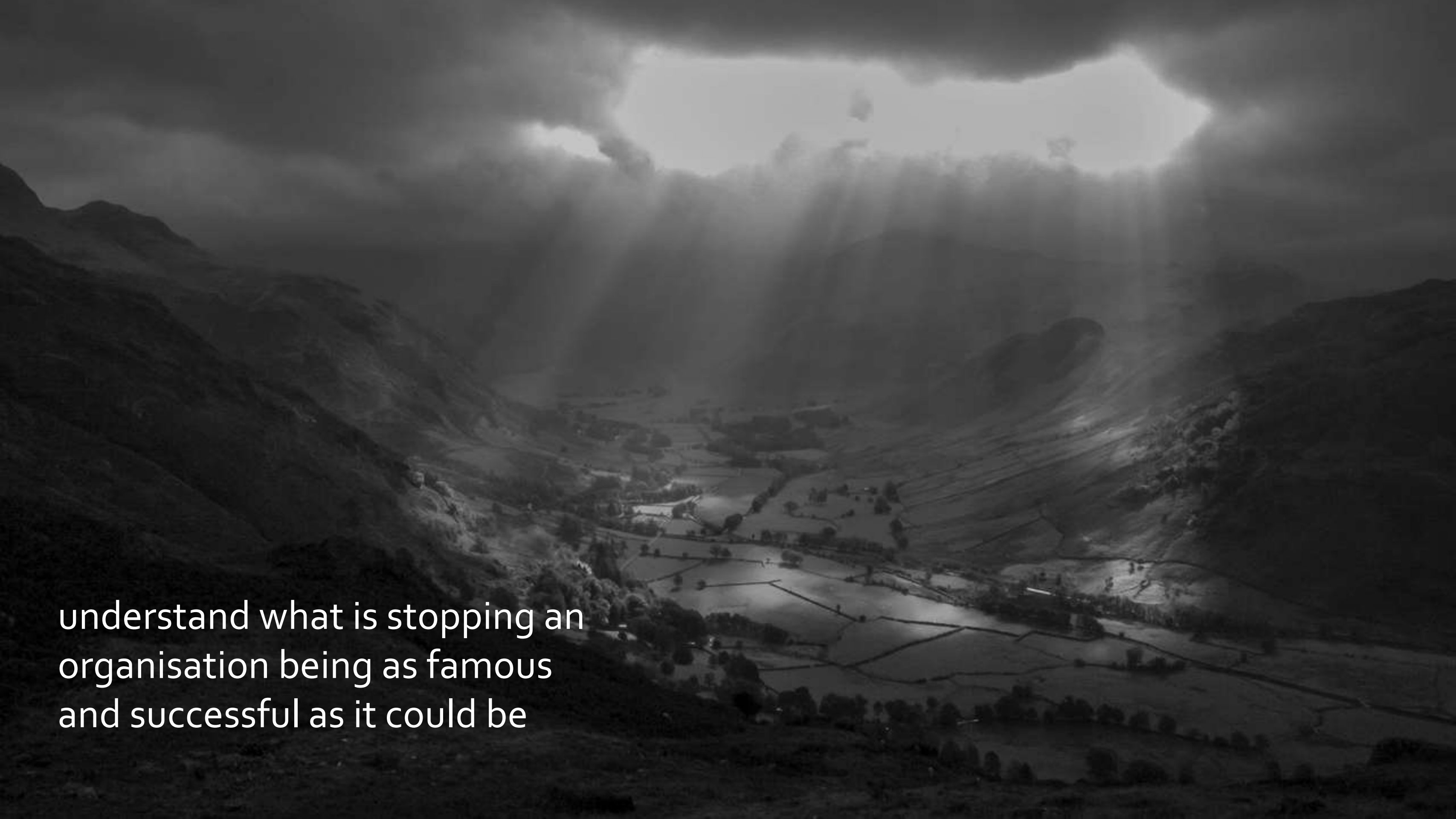
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what's special about you?
what do you believe?
what are you capable of?

brand story:
vision, values, personality
internal messages

THE TYPICAL PROCESS





understand what is stopping an
organisation being as famous
and successful as it could be

EXAMPLES



Bloodwise



for home, office
or
on the **move**



Rabbit

handset
for the
cordless telephone

1994

Hutchison Whampoa wanted to launch a new mobile brand in the UK

They were stepping into a market where three companies were already operating

Dominated by business, technical features, complexity

150 years to choose a mobile

Mobile phone deals are so complicated that it would take customers more than 150 years to choose the best one, according to a study by a British mathematician. Professor Paul Williams, of Southampton University, discovered there are more than five billion combinations of possible networks, tariffs and handsets available. Taking just one second to consider each option would take a prospective customer 84 million minutes or until the year 2159 to make the best choice.

from corporate to personal
about the user not the technology
simple not complex
emotional not rational



a name was needed

(not Microtel)

yello, red sky, amber



Talk

Laugh

Listen

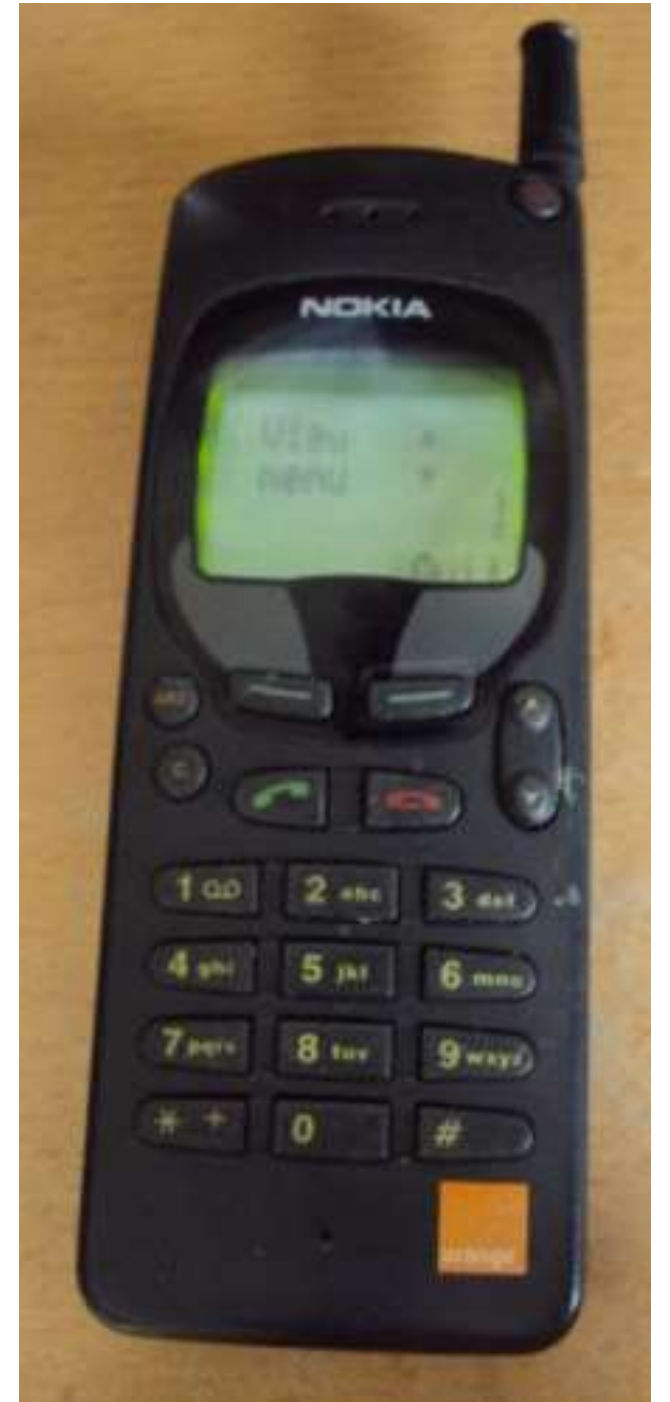
Cry

the
future's
bringt.

THE OFFER

Orange also was to offer something different:

- per second billing
- an itemised statement
- free insurance
- 24 hour helpline
- new type of store
- Orange Wednesday





THE RESULTS

In the UK

- from 0 to 45% spontaneous recognition in 10 weeks
- 70% unprompted awareness in two years
(20% greater than its competitors)
- brand preference, loyalty and consumption
- lowest churn rate in the industry at 16% (competitor's churn at 25-35%)

BRAND VALUE

LOWER CHURN

FREQUENT USERS

FASTER ACQUISITION

BETTER MARGINS

SAME TECHNOLOGY

BRAND VALUE



1999 sold to Mannesmann

- 3.6 m customers
- \$35 bn deal
- \$10,000 per customer



1999 sold to Deutsche Telecom

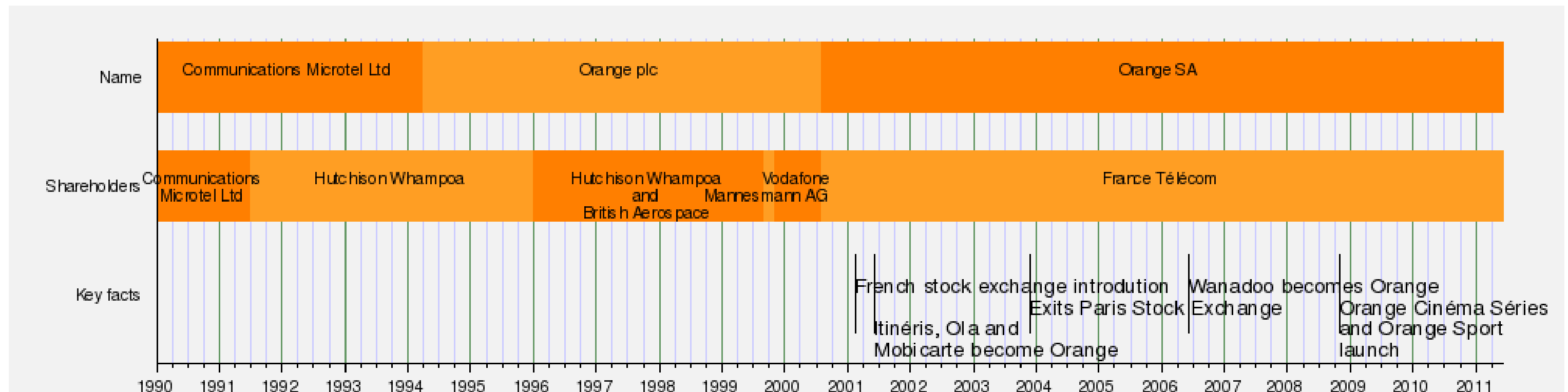
- 3.3 m customers
- \$15 bn deal
- \$4,500 per customer

REALITY

It didn't all go to plan...

- the name was not favoured by all
(in fact it wasn't the favourite)
- it tested horribly
- the idea of optimism came afterwards
- the network was patchy
- the internal experience left something to be desired





CASE STUDY

Bloodwise



1960



Beating Blood Cancers

2010

2015

A decision to change name.

Because about more than leukaemia
and myeloma.

Bloodwise was the best of the bunch.

T-CELL LYMPHOBLASTIC LEUKAEMIA/LYMPHOMA
ACUTE BASHOPHILIC LEUKAEMIA
WALDENSTROM MACROGLOBULINEMIA
MONOCLONAL GAMMOPATHY OF UNSPECIFIED SIGNIFICANCE
CHRONIC LYMPOBLASTIC LEUKAEMIA WITH MYELOID FEATURES

LEUKAEMIA

NON-HODGKIN LYMPHOMA, NOS; SPLENIC B-CELL LYMPHOMA /LEUKAEMIA, UNCLASSIFIABLE
LYMPHOBLASTIC LEUKAEMIA

CHRONIC EOSINOPHILIC LEUKAEMIA
MYELODYSPLASTIC/MYELOPROLIFERATIVE NEOPLASIA, UNCLASSIFIABLE

B-CELL ACUTE LYMPHOBLASTIC LEUKAEMIA
CHRONIC LYMPHOBLASTIC LEUKAEMIA OF NK-CELLS
DIFFUSE LARGE B-CELL LYMPHOMA

LYMPHOMA

MYELOPROLIFERATIVE DISEASE

ACUTE MYELOID LEUKAEMIA

**There are 137 different types of blood cancer
We're here to beat every single one**

Bloodwise

Join us at bloodwise.org.uk

SYSTEMIC
MASTOCYTOSIS

CHRONIC
MYELOMONOCYTIC
LEUKAEMIA

CHRONIC
EOSINOPHILIC
LEUKAEMIA

HODGKIN
LYMPHOMA

CELL
CEMIA

JUVENILE
LEUKAEMIA

ATRACHANTHOUS
MASTOCYTOMA

PRIMARY
EFFUSION
LYMPHOMA

MYELODYSPL
SYNDROME
HEMOLYTIC
URINEMIA
BONE MARROW TRANSPLANTATION
CHRONIC LYMPHOCYTIC
LEUKAEMIA / SMALL
LYMPHOCYTIC LYMPHOMA
PLASMA CELL
PLASMA BLASTIC
LYMPHOMA
ACUTE P
(AML WITH
ACUTE MY
LEUKAEMIA M
CUTANEOUS MASTOCYTOMA
PLASMAC
MYELOMA

PRIMARY MYELOFIBROSIS

MYELOMA

CHRONIC NEUTROPHILIC LEUKAEMIA ACUTE MYELOMONOCYTIC LEUKAEMIA ESSENTIAL THROMBOCYTHAEMIA

A problem

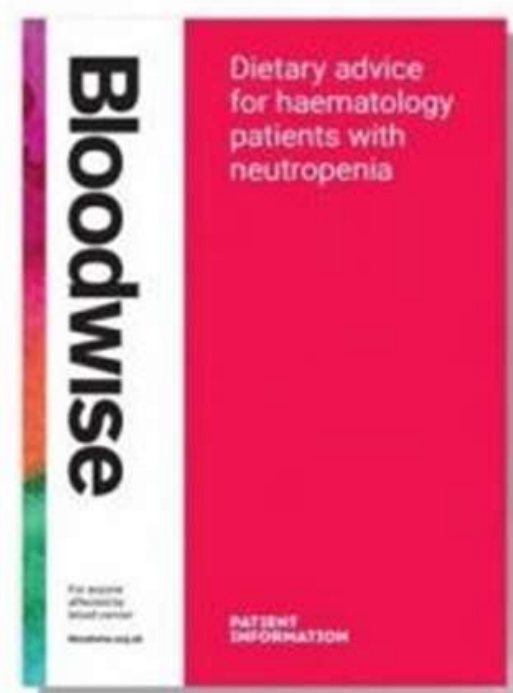
- income steadily fallen since 2015 – from £20.6M to £17M
- branch membership falling
- high staff turnover
- position in charity brand index dropped from 39 to 111
- awareness and understanding low

Get rid of the stupid recent name

Arthritis research UK - does research on
arthritis kidney research UK does research
on kidneys cancer research uk does
research on cancer bloodwise ???
WTF!!!!!! Need I say more ?

Should have not changed the name . Waste
of time and money. People do not
understand what Bloodwise is. Very
disappointed.

Change the name . People would
understand "Blood Cancer research"
much better. We were always strongly
against the new name .



e

e

e

e

Leukaemia Care

cureleukaemia

Bloodwise

Leukaemia UK

What people ***most*** associated with the name Bloodwise:

- Blood Donation
- Giving Blood
- Transfusion
- Vampire
- Disease

Source: YouGov poll 2018

When asked which name would “make you most likely to donate or fundraise for a blood cancer charity” descriptive names were favoured.

Blood Cancer UK was seen to be strongest.

Bloodwise was seen as weakest.

OPTIONS

Three primary options.



DO NOTHING

MAKE
BLOODWISE
WORK

LAUNCH A NEW
NAME

PROCESS

Survey of all members.

Survey of all staff.

Workshops around country.

Workshops with staff.

Meetings with medical professionals.

Meetings with individuals and families.

FINDINGS

Low support for name externally.

Low support internally.

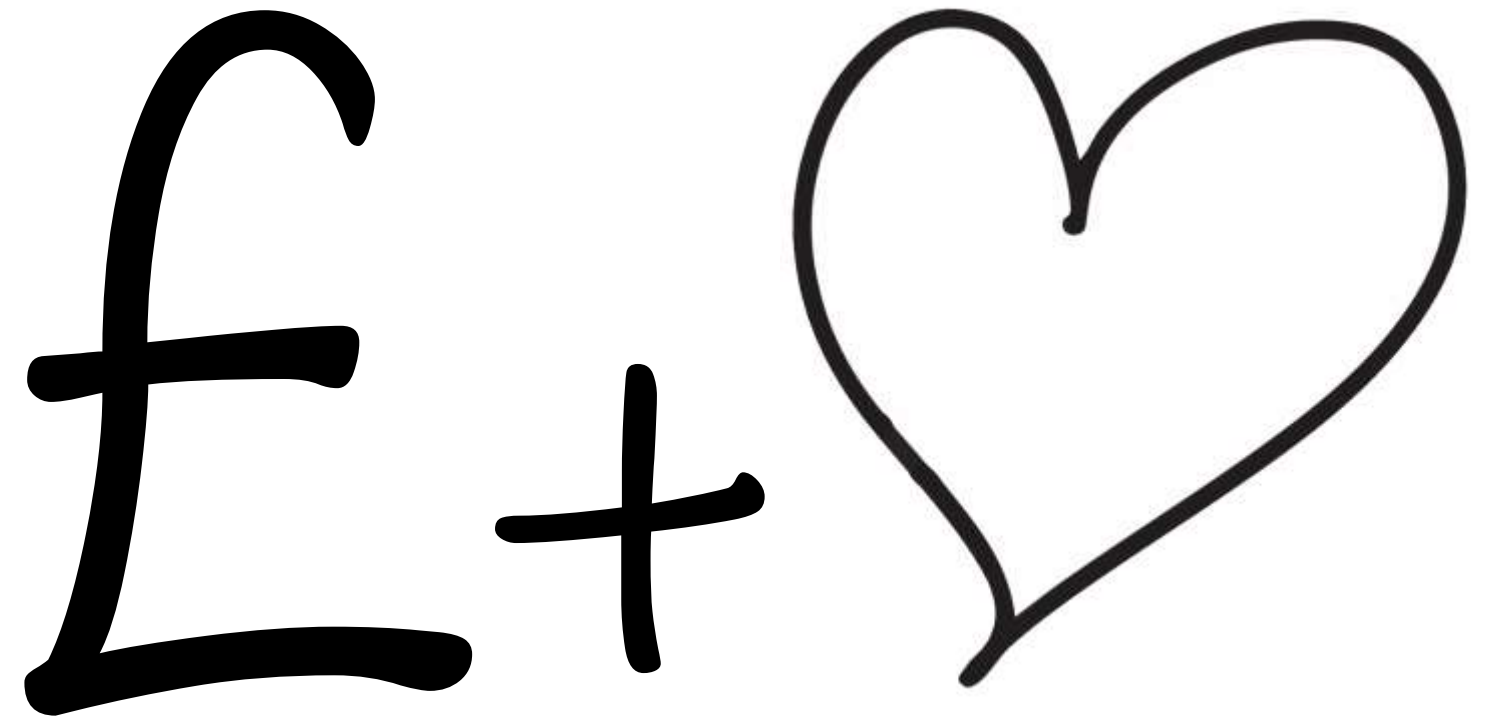
Barrier to understanding.

Little known – low equity.

Cost of change similar to cost to promote.

Promotion would be on-going.

The case for change.



NAME

Blood cancer UK

RESPONSE

 **Bloodwise**  @bloodwise_uk · Nov 7

We've got some important news – we're changing our name. This follows extensive consultation with our supporters, who've told us our current name is often a barrier to people engaging with us & doesn't represent the work we do.

 Bloodwise Retweeted



Kirsty Crozier @KirstyCrozier · Nov 7

❤️ this. Bold thing to do after only a recent change, but very necessary to make sure people associate with it. Well done @bloodwise_uk 🙌🙌 keep up the excellent work 😊

 Bloodwise Retweeted



Chiara De Biase @oscdebosc · Nov 7

This is a very difficult and brave decision and we wish our friends and colleagues @bloodwise_uk luck as they move to their new brand. Clarity of message and purpose is so important to our patients and families and this takes a massive step 👍 #savinglives #together #onegoal

 Bloodwise Retweeted



Aileen @ARiceJones · Nov 7

I have been super impressed with the way that @bloodwise_uk have gone about this name change, nothing but honesty and engagement with supporters. Super excited about what the future holds! 😊



**Blood
cancer
UK**



**Because we
will beat
blood cancer**

**Blood
cancer
UK**

We research. We support. We care.



**Blood
cancer
UK**

**Because
Alex only has
a 1 in 3 chance
of surviving**

It's time to beat blood cancer

OPENNESS



Gemma Peters • 1st

CEO Blood Cancer UK

2mo • 



Today the organisation I lead and love is changing its name. When I joined I said we never would, here's what I got wrong.



**Blood
cancer
UK**

It's not a big day today, but it's been a big couple of years

RESPONSE



Sarah Womack (was Osborne) • 2nd
Senior Community and Events Fundraising Operations Officer at Mind

2mo ...

I think this is a brilliant rebrand and is so much clearer, simpler and more personal than before. Great piece explaining it all and the learning you've gone through to get here too. I really hope that all the changes with IT, governance, process, culture and now the rebrand set a firm foundation for you all to grow even more and do even more in ...see more

👍 · 1 Like | 💬



Helen Rippon • 2nd
CEO at Worldwide Cancer Research. London/ Edinburgh based.

2mo ...

Terrific article Gemma. Not always easy to be transparent when it lines you up for criticism but the logic behind the name change seems inescapable to me. If people don't understand who you serve as a charity then how can you flourish?

👍 · 4 Likes | 💬



Margaret Clift • 2nd
Head of Development at National Museums Scotland

2mo (edited) ...

Excellent news—makes it so clear to everyone who you are and what you do. It will make it so much easier families like mine that have been so affected by blood cancer to find you, and get support. Thank you for your fantastic leadership this last week [Gemma Peters](#)



Lisa Tait • 3rd+
Supplier Governance Manager at Tesco Bank

2mo ...

As someone living with blood cancer, this change is excellent - the message is clear and concise. Well done for rethinking and changing your original decision, not often you see that from someone at the top.

👍 · 2 Likes | 💬



Emma Sheppard • 2nd
Communications and Digital Director at Dogs Trust

2mo ...

Makes total sense. Driving with the handbrake on is a perfect analogy. Wishing you and the team there all the best in this new era

👍 · 2 Likes | 💬



Alison Girdwood • 3rd+
Director of Evidence, Evaluation and Learning at British Council

2mo ...

The name Blood Cancer UK is a great improvement on Bloodwise. Very important to me for family reasons, and I wish you and all your team well with this change.

SUMMARY

Never change names unless you have to.

Make sure a name does not detract from what you do.

Make sure everyone is bought into the change.

Think about the long term consequences.

Focus on the client, not about what you want to do as an agency.

Don't be an idiot.



LONDON
2012

CANDIDATE CITY

OBJECTIVES

- sponsorship revenue
- involvement of the whole of the UK
- move the games on
- a step change for the Olympic and Paralympic movements
- accessible, participative, inspiring and stimulating
- change the way people think, feel and behave
- London had nothing to prove



APPROACH

a real brand

research and consultation exercise

industry best practice

trademark protection

not a public competition

agreed process



CONSULTATION

interviews with senior stakeholders:

- government
- sports
- tourism
- nations

focus groups with sports groups

focus groups with youth groups

focus groups with schools

engagement of sports associations



DEFINITION

Inspired by a single call to action

Run your
own race

Like never
before

Find your
obsession

Out do
yourself

Raise the
pulse

The real Olympics

The Games that returns
the Olympics to the people
of the world.

Move the world

The Games that moves the
world forward – physically,
socially, politically,
emotionally.

The power of one

The Games that releases
the potential of individuals.

The stuff of life

The Games for a healthy
planet, body and mind.

Our spirit

¹ bold / fearless

² inspiring – unmissable/compelling

creative

³ fun

⁴ passionate – belief care

open/team/sharing/inclusive

⁵ energetic dynamic

aspirational

dynamic

collaborative

edgy challenge

youthful

daring to be difference
impossible / unexpected / surprise

⁶ welcoming embracing
engaging

DEFINITION

Like Never Before.

(everyone's olympics, everyone's olympic)

London 2012 Creative Brief

LIKE NEVER BEFORE

In the spirit of the new brand positioning, the emblem for London 2012 Olympic and Paralympic Games will stand apart from all that has gone before and take the notion of an Olympic Games emblem in a new, unexpected direction. As it does so, it will not exclude and alienate audiences. It will bring people along by creating something which is challenging but truly desirable. Done right, everyone will want it

It is not expected that the new emblem will be a pictorial representation of the Games, nor will it necessarily use the traditional iconography of sport. It is more likely that the emblem will lead on emotional power, making people proud, setting and sustaining the mood of the nation



1906 Athens



1900 Paris



1904 St. Louis



1908 London



1912 Stockholm



1920 Antwerp



1924 Paris



1928 Amsterdam



1932 Los Angeles



1936 Berlin



1948 London



1952 Helsinki



1956 Melbourne



1960 Rome



1964 Tokyo



1968 Mexico



Munich 1972

1972 Munich



Montréal 1976

1976 Montreal



1980 Moscow



1984 Los Angeles



1988 Seoul



1992 Barcelona



1996 Atlanta



2000 Sydney



2004 Athens



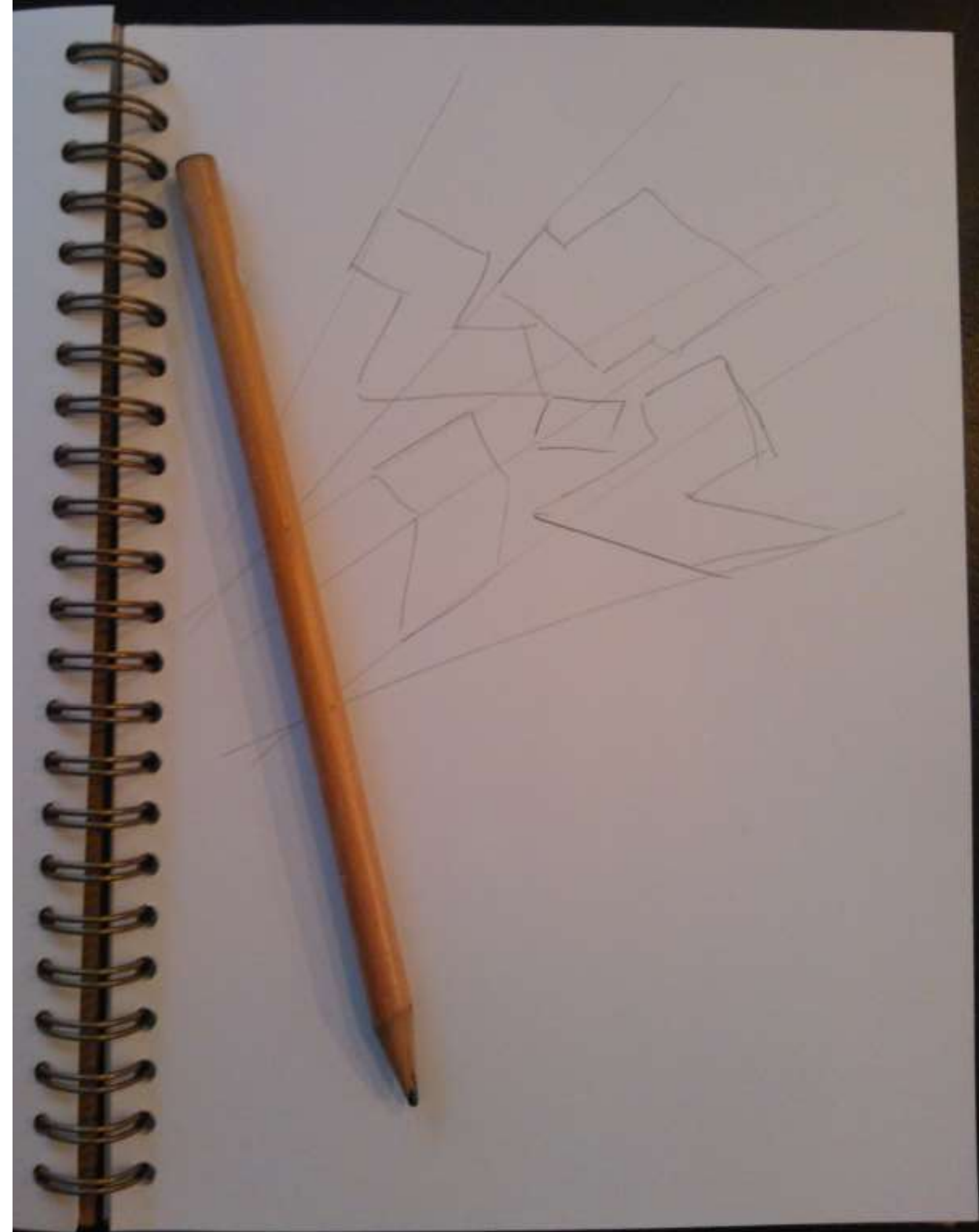
2008 Beijing

TESTING

Testing with representatives of:

- sports
- politics
- youth groups
- religious groups
- nations

But very careful to avoid leaks....







An Olympic game



It might grow on you



As thousands protest, Games chiefs stand by their 'bold and dynamic' logo



NO-GO LOGO



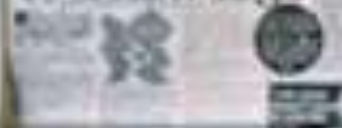
logo for 2012?



London bid to be judged and picked with children



BEADE Britain sinks to a new logo



DON'T PAY



OLYMPIC SPILLAGE



His logo is everywhere. But as for him...



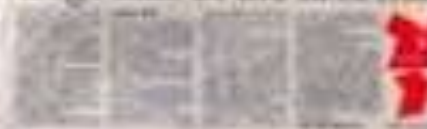
HOW THEY



SHOULD'VE DONE IT



Logo falls at the first hurdle





GoPetition
 Changing the World

Website Development
 web applications built to your spec
 database, ecommerce, social blog
 <> Ads by Google

[Home](#) | [Bookmark](#) | [Tell](#)

Active petitions in over 75 countries

[World Times](#)

[Join Now](#)

Quick Search

[Bookmark this page](#)

SHARE

Ads by Google

[Male Massage By Ben](#)
 Taxing Massage Men. Bedford /
 ton Keynes /
 on.
www.malebodymassage.com

Local Document Scanning
 Document Management Solutions
 Scanning, Microfilm &

Change The London 2012 Logo
 Published by Anonymous on Jun 04, 2007
 Closed on Jun 06, 2007

Public Signature List

Search sigs by last name

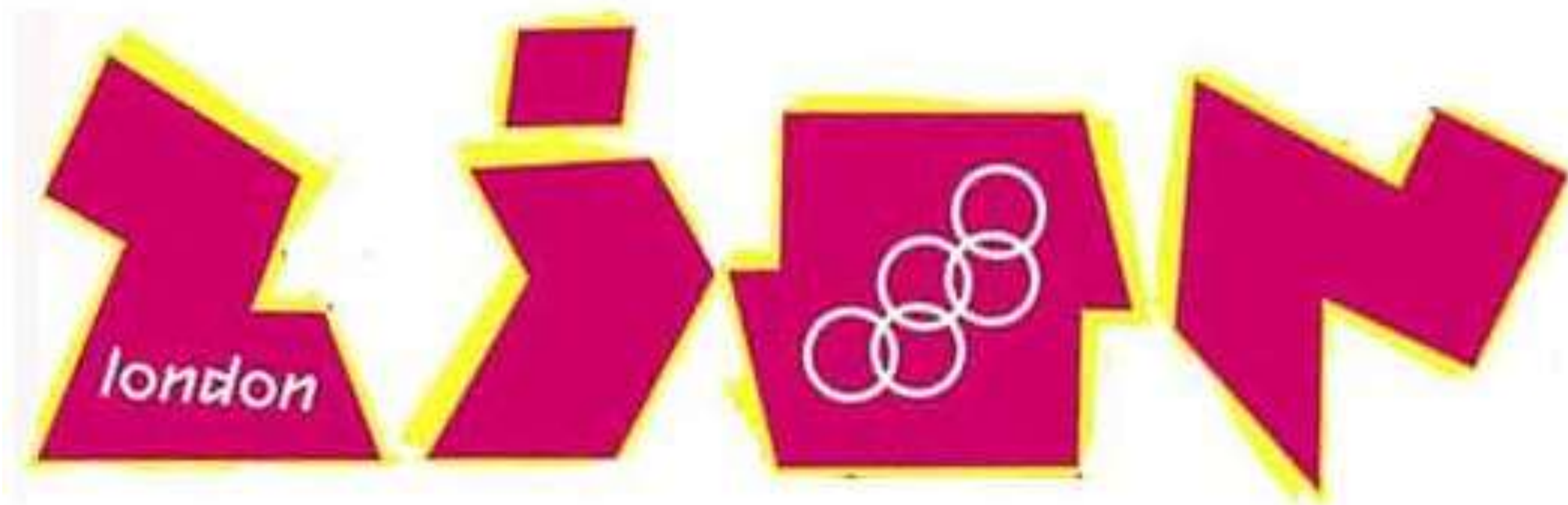
Go

Signatures 48617 to 48578 of 48617

#	Title	Name	Town/City	Comment	Date
48617	Ms	Brook Morrison	london	N/G	Aug 24, 2008
48616	Miss	Elinor Jones	Edinburgh	N/G	Apr 16, 2008
48615	N/G	Chris Frampton	Northampton	View	Apr 06, 2008
48614	Mr	Hugo Tyer	London	View	Jun 06, 2007
48613	Miss	Helen Lawrence	Telford	View	
48612	Mr	Stephen Wright	London	N/G	
48611	Mr	John Thompson	Normanton, WY	View	
48610	Dr.	Vahjiin Tache	Swansea	View	Jun 06, 2007
48609	N/G	Aditya Veda	Indore	N/G	Jun 06, 2007
48608	N/G	Peter Bonds	Hollingbourne	View	Jun 06, 2007
48607	Miss	Anonymous	greenwich	View	Jun 06, 2007
48606	N/G	I Pearce	Glasgow	View	Jun 06, 2007
48605	Mr	Ed Noble	Harrogate North Yorkshire	N/G	Jun 06, 2007

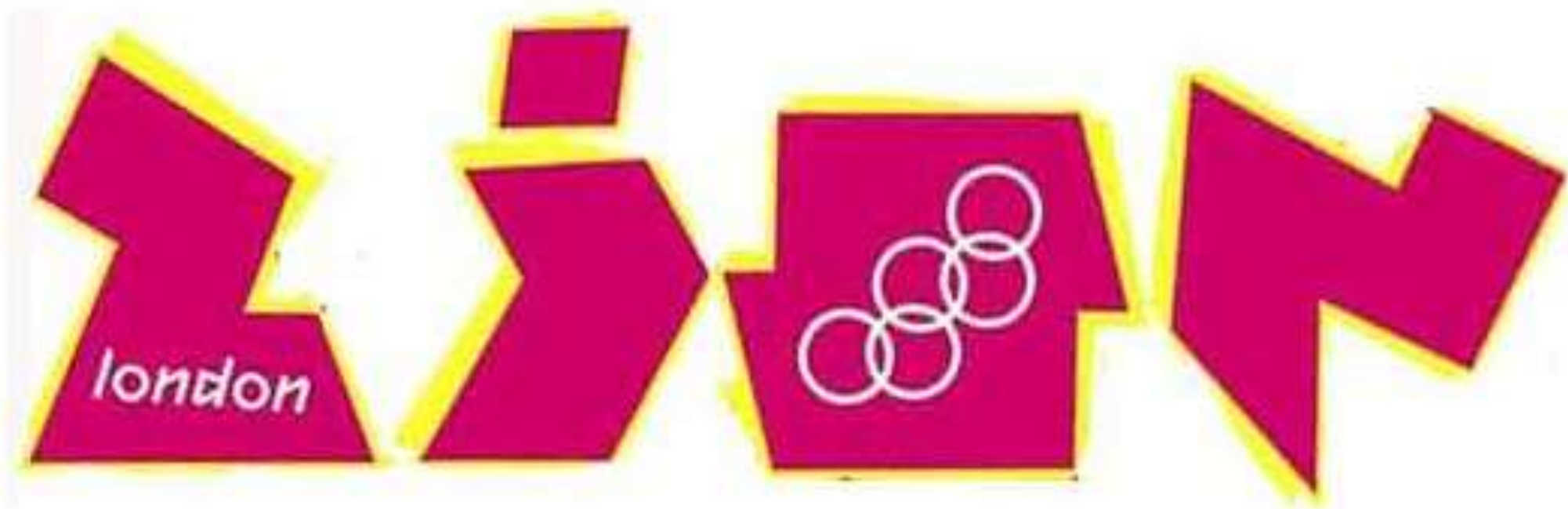
A chimp could have done better, and you don't have to pay it £400,000. We will all be embarassed when the whole world is laughing at us





Iran claims London 2012 Olympics logo spells the word 'Zion'

Almost four years after the logo's launch, Tehran threatens to boycott the Games unless the design is changed



new team – people had not worked together

first big decision – press were watching

desire to be bold – based on a brand idea

realisation it was going to be controversial

IOC behind London

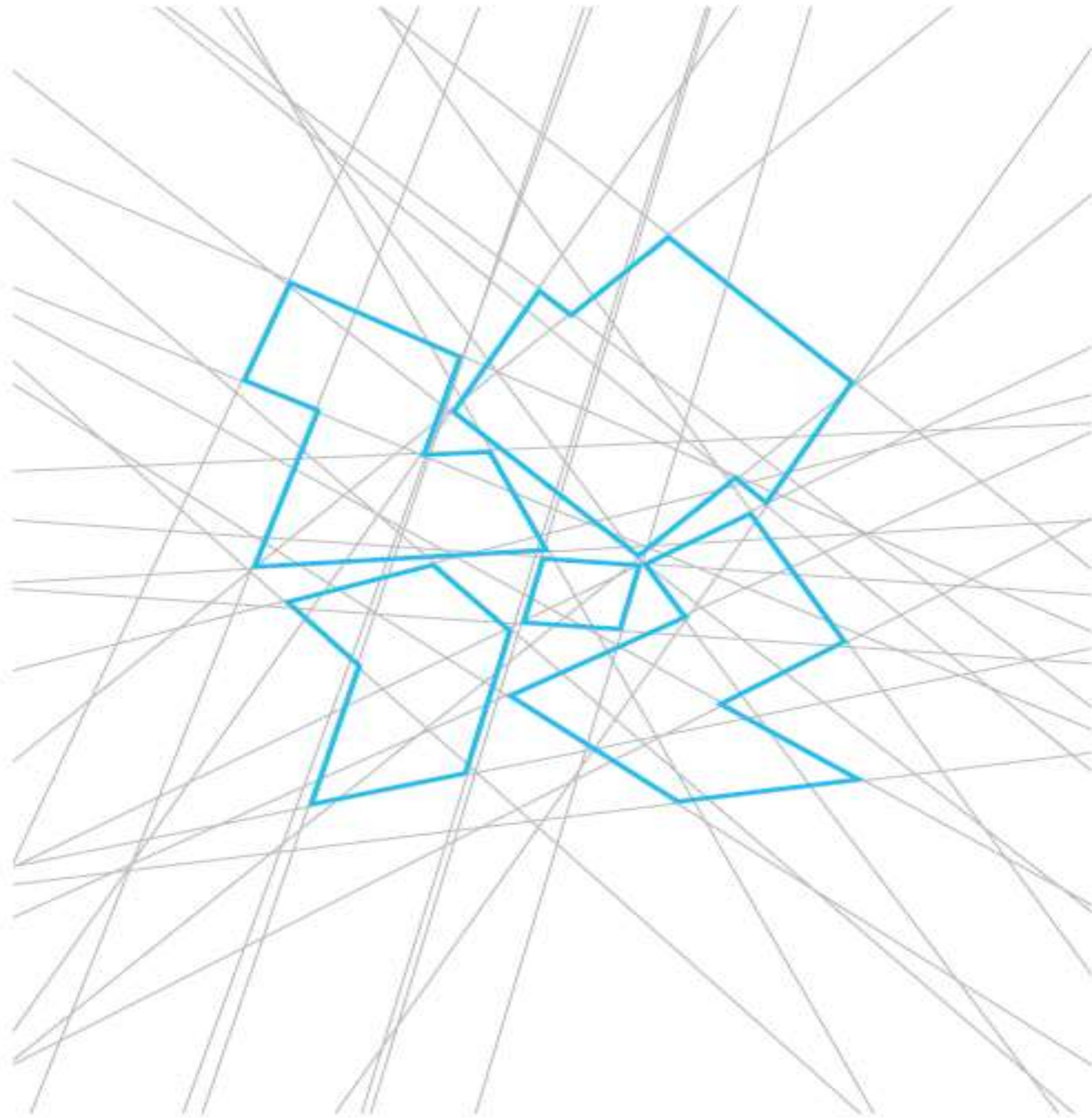


london 2012

Like Never Before.







abcdefghijklmnopqrstuvwxyz
klmnopqr
rstuvwxyz

Aa Bb Cc Dd Ee Ff Gg Hh Ii
Jj Kk Ll Mm Nn Oo Pp Qq
Rr Ss Tt Uu Vv Ww Xx Yy Zz
0123456789

All about you

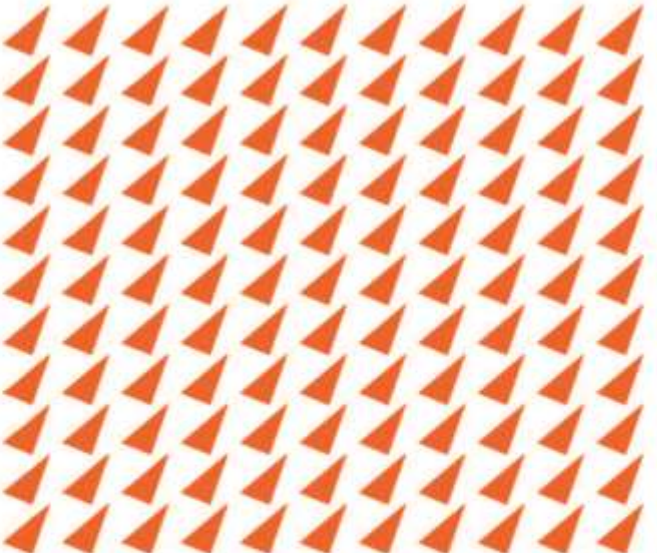
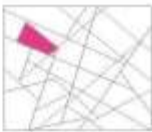
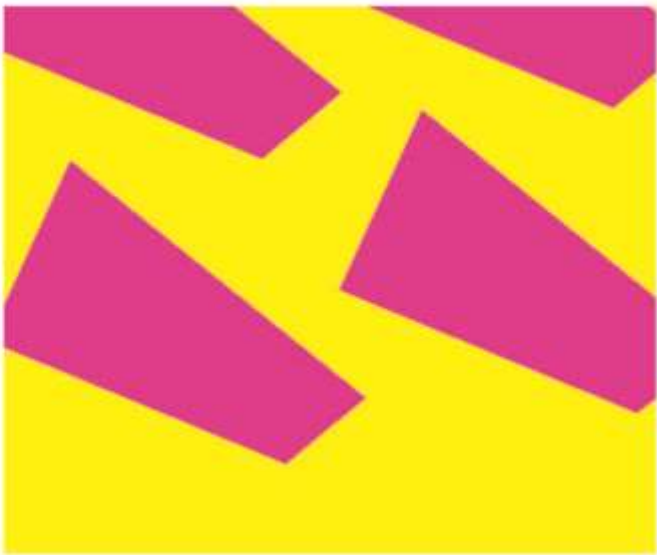
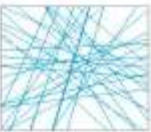
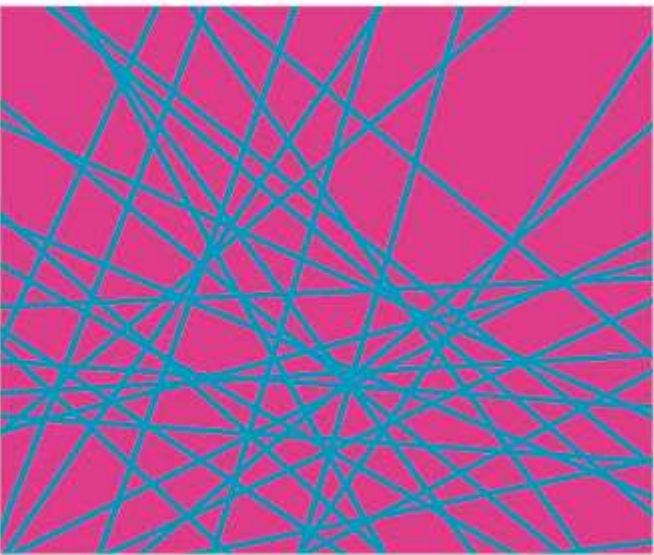
worldwide partner
official partner
official supporter
supplier
host borough
inspired

Supporting locally-sourced food

Our new food strategy is a key part of our
commitment to the community. We are
committed to supporting local food
producers and businesses. This will
help to reduce food miles and support
the local economy. We will also be
encouraging our staff to eat locally-sourced
food.

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SPONSORSHIP TIERS

tier	descriptor	best guess £££	example	logo
IOC	worldwide partner	£100M	Coca Cola, GE, Panasonic	
Tier 1	partner	£40M	Adidas, BP, LloydsTSB	
Tier 2	provider	£20M	Adecco, Thomas Cook	
Tier 3	provider	£10M	Eurostar, Holiday Inn, John Lewis	
Tier 4	supplier	£?M	Nature valley	
non commercial	inspired by	£0 (meet criteria)		

£700M



global brand recognition

Results

exceeded its sponsorship revenue target – over £700 million

70,000 volunteers attracted

global audience of 4.8 billion

merchandise raised £1 billion

paralympics shared the logo

Britain's "Nation Brand" moved up one place from fifth to fourth

“the brand is our most valuable asset”

LOCOG



