

DESIGN PROPOSAL

**RE-DESIGN OF THE
LOGO
DEVELOPMENT OF
AMORY
ALIGNMENT THE
GUILD**

by Design Team

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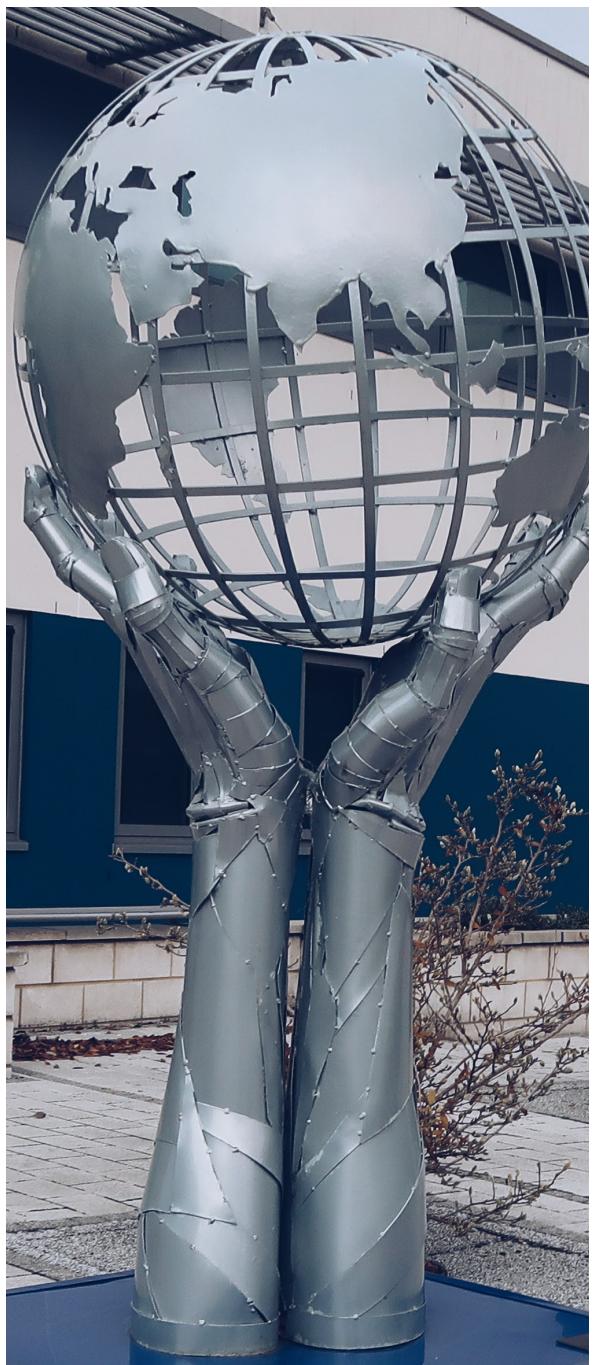


EXECUTIVE SUMMARY

With Exeter University's recent growth it is has unintentionally neglected aspects of its design processes.

Subsequently, the visual identity and design infrastructure has been synonymous with inconsistency. Primary research has underlined the main issues of inconsistency.

The three problem areas of design are; the inconsistent use of the logo, the undermining of the student guild and the lack of efficient work infrastructure. It is proposed in the short term implementation of a new logo and the increased communications the Design Studio and Student Guild will provide the coherence the organisation needs to achieve brand synergy. Whilst in the long term, the commitment to the refurbishment of Amory will aid a more evenly distributed to student population on campus and work environments for students and academics. This proposal will help to achieve the overall corporate objectives of 'Making the Exceptional Happen' .



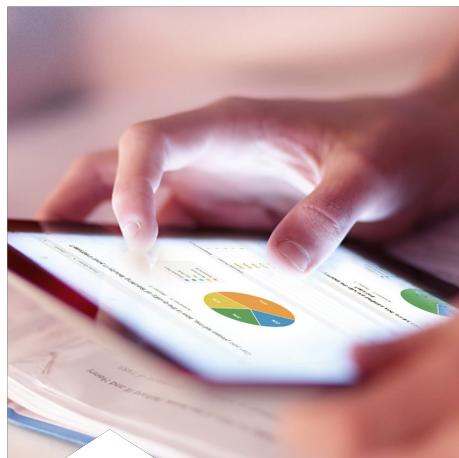
INTRODUCTION

At Exeter University, there are two main issues of consistency: the inconsistency in the visual identity stemming from the different uses of the current logo and the inconsistent infrastructure design of the buildings around campus in regards to work space environments. This design strategy report will evaluate the visual identity, logo and infrastructure in order to produce realistic design strategies.

With a predicted growth of 19% in the next 5 years to 25,315 students, an effective use of design is imperative in order to ensure quality is strengthen (University of Exeter, 2016).

METHODOLOGY

The following research techniques were employed to gain information regarding visual identity and infrastructure in order to make justified design suggestions.

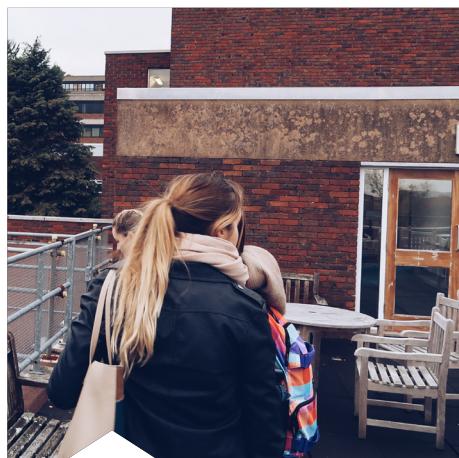


Surveys:

Surveys were distributed to stakeholders assessing their views on three logo prototypes. This method was undertaken due its simplicity and its ability to allow a greater numbers of replies. The survey achieved over 90 replies which can be generalised to provide a representation of the target population; Exeter University Stakeholders (Bush et al., 2013).

Interviews:

Following Bush's outlook that surveys often fail to capture respondents true attitudes it was decided to implement interviews to provide a greater depth of information (2013). In Depth 1-1 interviews were conducted with 10 individuals; lasting between 30mins to an hour. This technique allowed for highly detailed responses on key inconsistent design issues in relation to the Guild and Design Studio.



Observation:

Observation of various people; students, staff, academics, moving around and working on campus in their day-to-days activities will help to evaluate how members of Exeter University chose to use certain building and workplaces over others. More importantly, highlighting aspects of design which have become obsolete due to a 'bad design' and the society going around it.

BRAND OBJECTIVES

All design concepts proposed within this document are presented in hope it will aid the Exeter University in achieving its “vision of creating a genuinely world class learning environment” (Exeter University 2010, p.85). All proposals attempt to achieve design excellence by adhering to the 4 design codes:

1. Commitment to the university’s vision
2. Use of design competition: utilised in the design of the Forum
3. Employing the best designers and architects
4. The utilisation of design codes.

OUR FINDINGS

Exeter has had a significant focus on growth which is reflected in the increasing number of students, climbing ranks and infrastructure investment (Robinson, 2011). However, in order to achieve a top 100 position it now needs to concentrate on aspects relating quality design, attracting the best students and academics, investments and improving the overall impact of the university. To achieve these aspirations it is essential the design inconsistency of the organisations be reviewed to align visual identity and infrastructure design.



VISUAL IDENTITY

LOGO.

The logo anchors the University's brand and is its most visible manifestation; therefore is an essential component of the company's marketing strategy (Park et al., 2014). The University's recent growth as an organisation requires a review of the logo to ensure stakeholder satisfaction.

Appendix 1 demonstrates that the current logo evokes words such as "unique", "sophisticated" and "informative".

Contrastingly, a significant number of participants expressed the following regarding the current logo:

- "Dated", "dull", "boring", "plain"
- Does not utilise the university's official colour, green.
- Lacks substance (looks like public utility company, mentioned one stakeholder)
- No strong sense of identity

Despite these opinions two-thirds of students and staff were against changing the logo. Reasons stated include: risk of potential confusion, cost, and 'X' being a recognisable feature.

(Appendix 1). This is because there's a physiological fear change for consumers (Foxall et al., 2005). Reaffirmed in Henry Ford's quote " If I asked people what they wanted, they would have said faster horses". This was our rationale for introducing a secondary survey which gave participants the choice between new logos as well as the existing. As a result 3 elements have been considered in the design of the new logo:



Heritage.

A unique selling point is the connection to heritage and prestige of higher education (Times Higher Education, 2013). These values are embedded with Exeter University's stakeholders. Universities whom neglected the values of their stakeholders failed to produce a satisfactory logo. Loughborough University (Appendix 2) has fallen victim to this and has had to resort to a more traditional logo (Gallagher, 2015). Heritage was maintained in our design by adding a reinterpreted crest to and retaining the classic font.

VISUAL IDENTITY

LOGO.

Colour.

The university's official colour green, ironically is not represented in the current logo which often is a point of confusion for internal stakeholders. There is a stark contrast between the largely student dominated green and the blue corporate logo of the university.

Students and staff alike identify with the colour green and can be seen hash tagging #BleedGreen. "Blue has been associated with comfort and security" which is not fitting for a university who is continually defies boundaries (Epps & Kaya, 2004, p.396,). Furthermore, Exeter University is renowned for its green campus and as green has colour connotations of 'naturalness' it would seem a logical pairing (Smith, 2013).



Recognition.

Some stakeholders were opposed to change as the current logo has become a recognisable asset University's visual brand. By maintaining recognisable elements such as the 'X' layout and font this concern has been taken into consideration with combining elements into the new logo drafts, adhering to capture the voice of stakeholders.



VISUAL IDENTITY

LOGO.

In order to reflect our ideas graphically, initial thoughts were sketched (Appendix 3) which are represented in our primary findings (Figure 1). These were presented to stakeholders through an online survey (Appendix 4) in which we gained insightful knowledge; thus retaining the admired aspects of Exeter's previous logo. Each draft incorporates elements of the crest, the colour green and the letter 'X' which has been softened to prevent overshadowing the crest.

Figure 1: Represents the initial drafts exposed to the public through a secondary survey in a more refined data collection method which inquires if the logo should be changed? And if so, which is more popular:

Logo 1 - Simplifies the elements of the crest to achieve a balanced contrast of heritage & modernity.



Logo 2 - The crest is simplified making it crisp, fresh and a versatile alternative



Logo 3 - manipulates the 3 main elements of the crest into a contemporary modern design. The change of the 'of' offers simplicity and minimalism.



Logo 1 (Figure 1) proved to be the most popular choice (Appendix 5) with the majority (62.8%) of stakeholders justifying their choice by; the use of the colour green, incorporation of the crest and the contrast of traditional and modern elements which is representative of the university. .

Strategies for Reaching Objective:

Consultation begins, with the review of three prototypes and the existing logo which were distributed to stakeholders with a choice of change. A minority of stakeholders have voiced their concern that funds could be spent on 'tangible' investments, like infrastructure. While others believe implementing a new logo will have a "positive effect on brand modernity, brand attitude and eventually brand loyalty" (Anitsal et al., 2013, p.11).

VISUAL IDENTITY

GUILD.

A significant offenders of design inconsistency is the Student Guild, who operate as separate entity. Consequently, there is clear lack of coherence between merchandise and the university's design code (Appendix 6). Using different variations of the crests, fonts, colours and even logo, the university's efforts to uphold a strong brand image are being undermined by the actions of the Guild. The Guild offers an array of unapproved university merchandise for example the students take on the Carlsberg logo hats, however this process is difficult to prohibit due to the inability to prevent students from editing Exeter logo. It is essential the university work with both the Guild and students to ensure greater consistency in brand unity.

Strategies for Reaching Objectives:

The Guild is valuable organisation as it is a representation of what students wish to be identified with. Nevertheless, to ensure the university's design efforts are not squandered, formal guidelines should be established to engender a recognised style between the enterprises and the proper usage of design codes. Examples for the regulation of brand consistency are as follows:

- Use of both corporate and student recruitment palettes accordingly, making an emphasis on the **corporate green colour** representative of the University.
- Use in digital format (e.g. website) Arial for body text and Georgia or Lato for headings. Use in corporate content Humanist 521 BT and Adobe Caslon Pro fonts.
- Ensure the same logo is present all over using the guidelines
- All work/visuals need to be approved by the Design Studio before publishing.

To achieve the desired synergy across multiple platforms it is suggested the Guild works in partnership with the Design Studio. Despite, the Design Studio being a separate entity from the university, we suggest they approach the university to become part of the organisation. If the Design studio became university funded it would make the resource more available to students, societies and lectures who previously would go around the service not justifying the expense leading to the carlsberg logo scenario. It is proposed, the Guild should distribute formal outlines of Exeter University's product requirements which will be given to presidents of societies and available for download from the website. We understand these variations of the visual identity are not entirely preventable but these actions will help improve consistency.

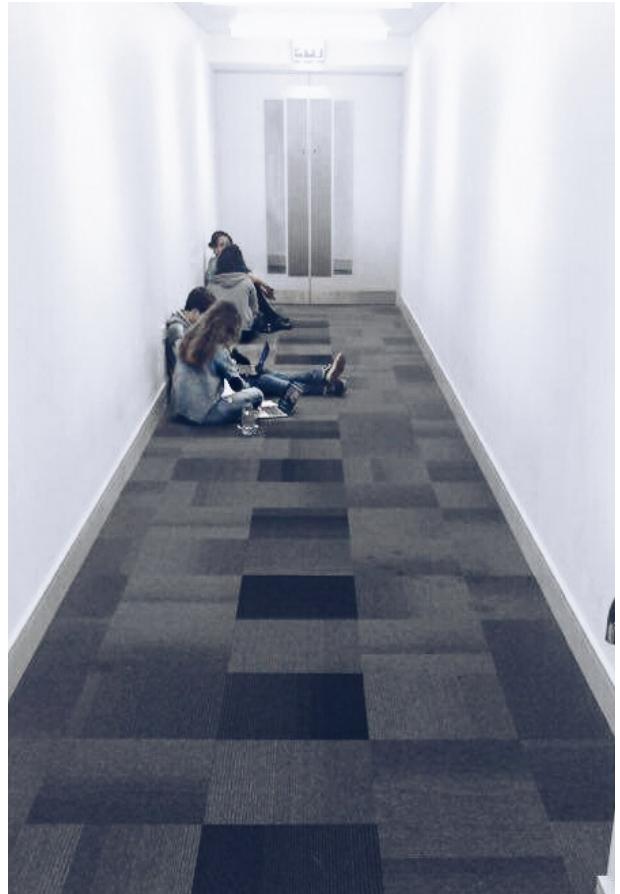


INFRASTRUCTURE DESIGN

"Improved facilities were linked to long term growth in usage, even when the novelty of a new refurbished building had passed" (Bryant et al., 2009 p.8). In primary research it was highlighted since the forum was established university it has grown to be a major hub due to the numerous facilities, the events being held and a good work design space. However, this popularity has come with a cost as the forum has been plagued with over capacity issues, whilst older building remain relatively empty.

Additionally the workplace design of older buildings in the university are no longer adequate. It has been highlighted in academic literature the benefits of redesigning work environments to allow for "increased opportunity for meaningful interactions" (Farrace & Zalesny, 1987, p.249) and increased productivity. This insight has led us to propose ways of which existing environments can be enhanced.

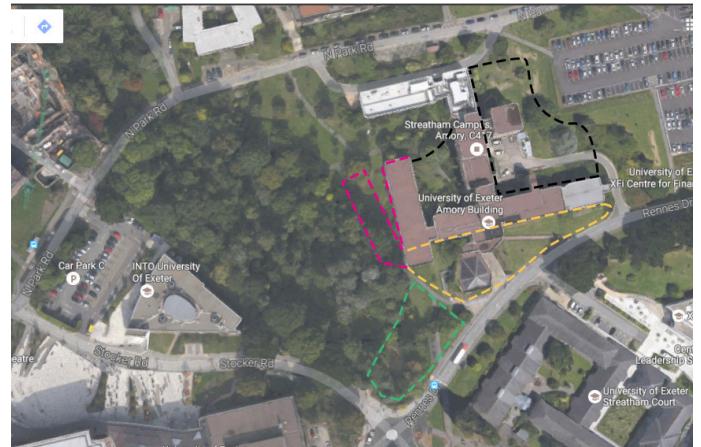
Amory's central location is not reflected in its aesthetic design. It is therefore necessary to state the design options which could be implemented. The cost of 'refurbishment' versus the cost of 'building from new' were two viable options. However, it was decided due to Amory housing multiple departments the significant interruption from building new would not justify the latter option.



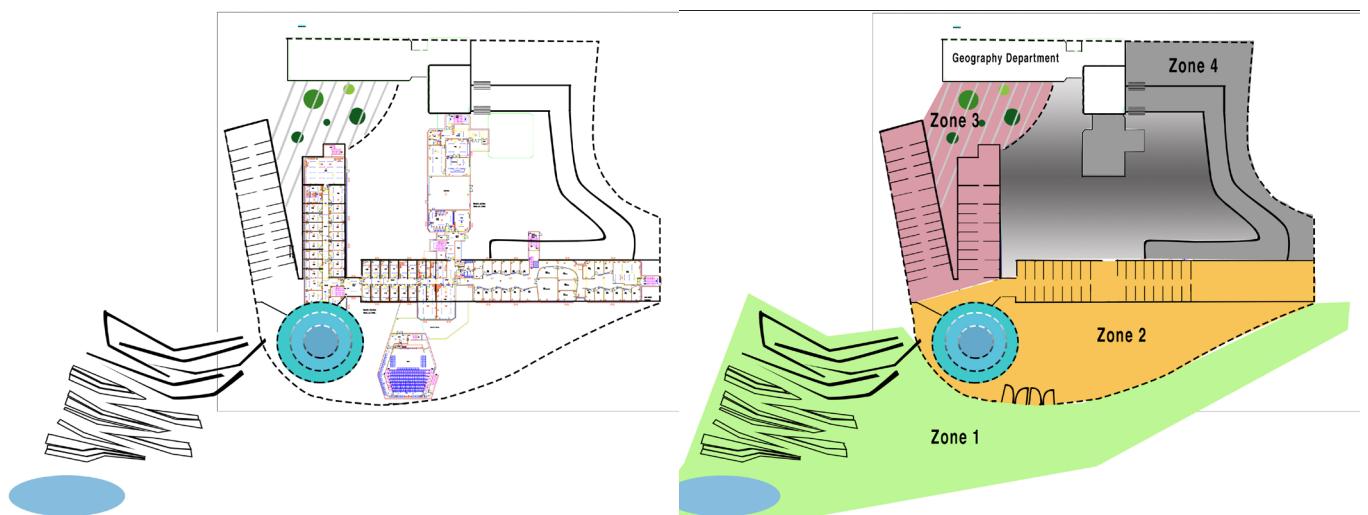
Redevelopment Plan:

A site visit to Amory has highlighted the numerous departments that are based here; Geography, Law, Politics, History, Theology, Ancient History and Classics. These are some of the university's leading subjects, unless updated, the building could become outdated and fail to providing up-to-date facilities therefore affecting its competitive advantages. This project is within the universities 2016-2021 architecture budget of £200 million and a justified venture with the forum costing only a quarter of this. The new Amory development will attempt to relieve the Forum's overcapacity pressures by creating a similar work environment which is preferred by students. A space where users could spend the whole

The transformation will address the spaces shown in the following aerial view images;



The transformation will be divided into 4 segments



Sketches of the new refurbished building are shown in Appendix 8

INFRASTRUCTURE DESIGN

ZONE 1 OUTSIDE

The entrance to the building is not aesthetically pleasing. (see image) Our project will aim to address this by exposing the pond and creating a social area just in front of the entrance of the building. For example the steps seen in the forum. Note; this will be facing South so will receive sun all the morning and most afternoon.



ZONE 2 ENTRANCE

As we will be opening up the university entrance, this will be one of the first sights people will see of the university, therefore the aims are to make this an impressive sight. To create the sensation of 'openness and freedom', glass should be employed to let in as much natural light as possible and tall ceilings allowing open spaces. (image of Durham Law School). A special feature at the entrance will be the wide spiral staircase that will give access to most areas of the building (image Guerkin) this tackles the problem of Amory's confusing distribution.

ZONE 3

This part of the development will make use of the available space and will see a new offices isle for academics. Once this isle is finished, the academics will be able to move into the new offices, and the spaces left by them will be transformed into study areas (seminar rooms, exploration lab). At ground level it will also include a courtyard (see image) which will give an open sensation in the interior and will include facilities for examples, cafes.

ZONE 4

This area also makes use of available space. It will be comprised by a social area on ground floor and will be surrounded by open plan study areas and rooms.



Other Features:

- The roof that will cover the entire building will be done using same technology as the forum and include similar characteristics such as wood and glass to let light in.

- Observation Deck, The Top floor of 'Zone 2' will be an open plan observation deck that will provide a stunning view of Exeter.

INFRASTRUCTURE DESIGN

Another aspect of infrastructure design which can be improved is the identification of each 6 Schools at the university, it is important to differentiate through design to help improve individual identity as well as synergy between buildings. This will therefore give all departments their own individual personality, but brand firmness can be achieved by linking them to the visual identity, through consistent looking posters or the use of the logo. Although Exeter's colour is green, it is important we do not make every aspects green as this will constitute to a bad and monotonous design. It is therefore proposed for each 6 individual schools colours from the original crest will delegated to to a certain colour scheme, Figure 2.

Figure 2 shows the breakdowns on each colour scheme for the 6 different schools at Exeter



This colour system will work with the usage of strips in the logo and tones for posters, merchandise, signs around campus and website. Examples of usage can be seen in the following examples:

For the purpose of this task we have chosen to use the most popular logo from the survey however we believe in order to make a full decision on the logo recommendation it needs more qualitative and quantitative research.



To allow coherence across the infrastructure of all campuses Appendix 8 shows examples of the implementation of the alternative logo in merchandise, maps and signage.

RECOMMENDATIONS

The auditing process has allowed issues within the university's design to be highlighted, stemming from the inconsistency in visual identity with the use of numerous different logos and inefficient usage of buildings and work environments. This report has exposed some solutions to these problems, however it is recommended that the University of Exeter should implement the following design strategies within a 10 year time period:

SHORT TERM DESIGN STRATEGY

The consistency of design throughout the university campus should be implemented within the next couple of years. Although research suggests the change in logo will help to realign the values and create a more visually consistent campus, the decision of the change of logo should not be rushed due to the huge impact it could have on stakeholders as we have seen in the case of Loughborough. Therefore, it is suggested that the survey of potential logo to be distributed to a wider grouping allowing a more justified decision to be made.

LONG TERM DESIGN STRATEGY

A proportion of Exeter University's work environments are considered to be out-of-date and if not addressed will gradually worsen and compromise the university's competitive positions Amory being a prime example of this, it is therefore recommended that the University hires architects, designers and engineers to evaluate the feasibility of a redevelopment of Amory. This design activity should be implemented in the imminent future as this project will take a between 5-10 years to complete.



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APPENDIX

Appendix 1 - Analysis of the current logo by Alumni, Students and Staff

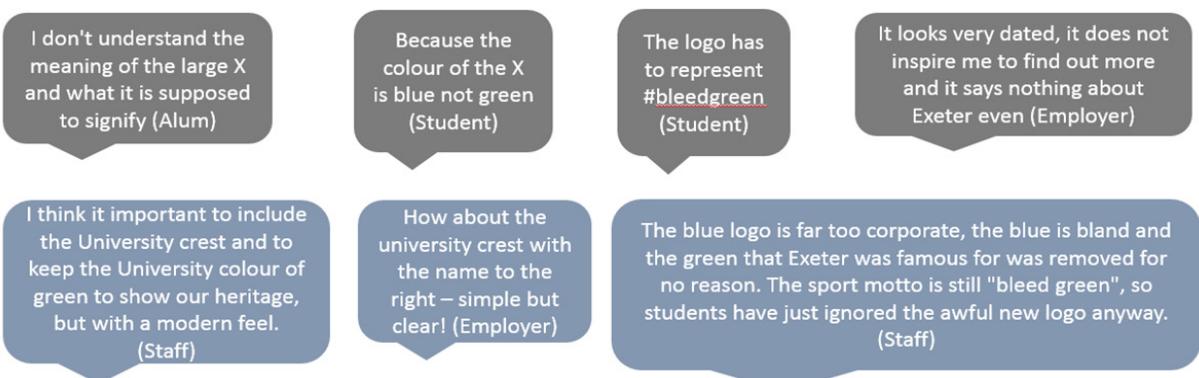
Negative aspects of the current logo



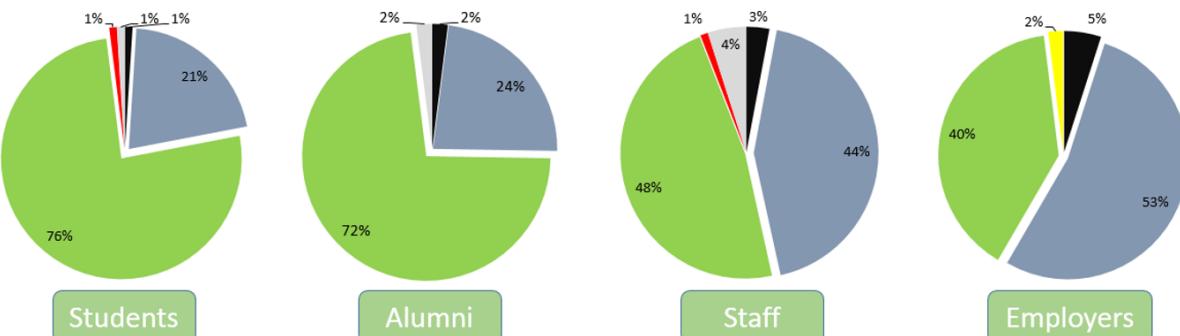
Positive things about the current logo



Arguments in support of changing the existing logo



Inconsistency in colour association among stakeholders



Appendix 2 - The history of Loughborough University's Logo development and other university logos that have had a positive influence on society, these have been used as inspiration and the sketching design stage.

1) Old traditional crest



2) Second version



3) Unsuccessful attempt to change the logo



4) Current logo includes traditional elements and has a modern appearance (The best version)



Inspiration for logo design:



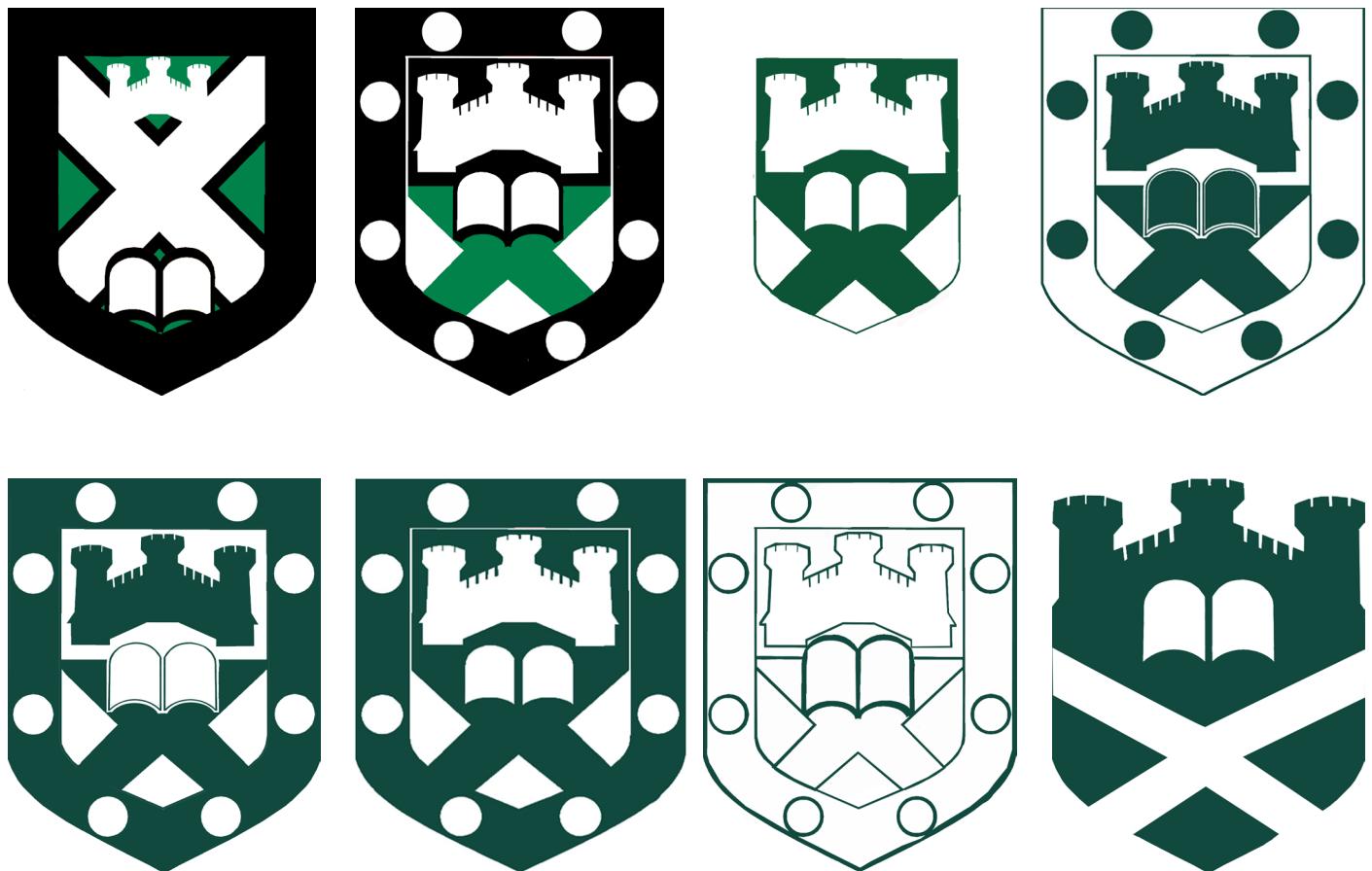
Durham
University



UNIVERSITY OF
STIRLING

Appendix 3 - Initial sketching

Crest



Text

UNIVERSITY OF
EXETER

UNIVERSITY OF
EXETER

UNIVERSITY of
EXETER

Appendix 4 - Second survey option to test the change in logo

University of Exeter LOGO

We are business students carrying out research on University of Exeter's visual identity for our design module. We believe, the University has changed dramatically in the last few years and we feel the current logo is no longer the best representative of the university's values and identity. For this reason, we have created some logotype drafts which we hope address this issue.

We were hoping to get your opinion as to which draft you think best represents the university and whether you would be happy to see any of the drafted logos replace the current one.

NOTE: this is only a students carried project and will not have any effect on the current logo or crest.

*Required

What is your relation to the University? *

- Student
- Alumni
- Academic
- Staff
- Other: _____

In your opinion, which of these alternative logotypes represents the University of Exeter best? *



Option 1



Option 2



Option 3

Please, explain your reasoning in a few words

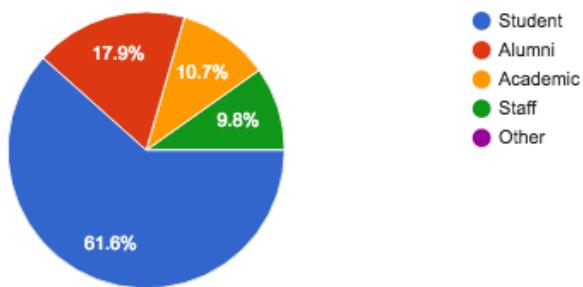
Your answer _____

SUBMIT

Appendix 5 - Results from the second survey

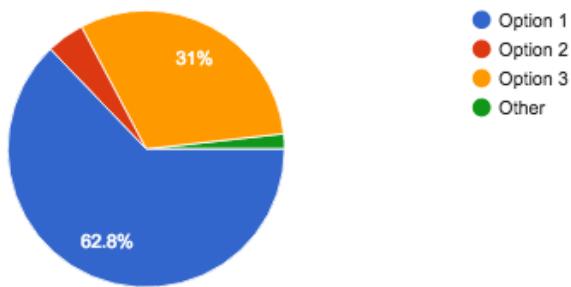
1 -

What is your relation to the University? (112 responses)



2 -

In your opinion, which of these alternative logotypes represents the University of Exeter best?
(113 responses)



3- Here are some of the reason why people chose the Option 1

- It looks modern
- Combines the best aspects of the other two designs
- It's the most appealing to the eye
- Exeter is all about bleeding green and option 1 is bold and representative of this
- It looks the most professional
- It looks more esthetical
- Good contrast, modern yet traditional
- Combines the best aspects of the other two designs

Appendix 6 - The inconsistency in design controlled by the Guild



Appendix 7 - Interview with the Guild President and Design Studio

Primary market research – interview, 30 minutes: La Touché cafe

A short interview with the Studio Manager and Senior Designer of the Design Studio has enabled data collection to help assess and understand the work they carryout and the importance of consistency of design through different media and printed channels.

Brief description on the work they do at the Design Studio:

Instagram account examples of work: @uoedesignstudio

The services of the design studio are used to help ensure identity of the university is cohesive across all marketing channels concentrating on hardcopy distributions.

Aim - To create a strong visual image, which is recognised globally as 'Exeter University'.

A consultant basis who helps to ensure design and layout of your work can maintain Exeter's visual identify without loss of quality or impact.

Charges £40 per hour of design work.

Interviewer – Myself

Interviewee – Studio Manager and Senior Designer: George Moore

Interviewer: How big is the marketing/design team at the University? And how is this split through departments?

George: There are 83 in this department (CAMS - Communicating and Marketing Service), The Design Studio has 6 x full time designers, 1 x part time one and a production assistant - we work on all of the university printed materials and more increasingly digital design solutions however there is also a web team that deal specifically with web issues

Interview: Has the funding for design related activities within the marketing department increased or decreased over recent years?

George: Yes it has increased slightly over the last couple of years which is reflected in the increase of student numbers that we now have

Interviewer: How much of the design is done in-house and how much is outsourced? In terms of graphic design, website design or design of buildings.

George: Our clients are instructed to use our services and all of our design work is handled in-house - if the workload is too much occasionally we'll draft in help from freelance designers. However we do go externally for photography and other film making services. I'm not sure about web work.

Interviewer: Within the design studio do you have a specific design strategy or objectives you work towards? And how does this link to the overall strategy of the university?

George: we link in with the university 5-year corporate strategy. All of our future work will stem from the Universities new strategy 2016-2021.

Interviewer: What are your thoughts for the potential change of the logo and how will your work be affected?

George: As above any changes will be governed by our corporate strategy - a comprehensive brand review would have to take place beforehand in order to determine whether or not a design refresh is required and so I can't really comment on this.

Interview: Academic research has stressed the importance of consistency through visual identity. Do you believe the university should fund this service?

George: The university's Design Studio operates similarly to a small agency - we charge £40 an hour which is well below rates that other local agencies charge and so are good value for money

Guild President Interview: Toby Galdwin

Hi Toby, we are currently investigating the design processes of the university and we would like to understand the work carried out here at the Student Guild.

Are there any formal guideline when creating society merchandise?

There is no way of stopping students from creating their own logo therefore these are not approved by the University. The traditional university sport societies for example Football and Rugby use the original crest. However, official kit for sport teams will have to include the crest.

Do you think the Guild harms the university's image with several logos being used on merchandise?

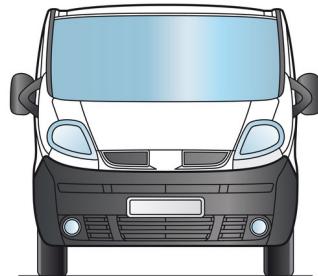
I can understand where you are coming from however the Guild's sole objective regards the wishes of student not the corporate goals of the university. This allows students perspectives to feel valued within the University and their concerns and ideas can be heard and represented officially.

Do you think the guild should work alongside the design studio to help keep design consistency?

I think for us we would rather work independently. However i can see how the university will benefit designwise through collaboration.

Appendix 8 - Sketches

Appendix 9 - Examples of the implementation of the alternative logo in merchandise, maps and signage.



Appendix 10 - Interviews with Staff and Students

STUDENTS

Where do you study?

Zee: I'll often study in the library

Honor: in the library on the bottom floor

Camilo: I usually go either downstairs on the sofas, in the forum, or upstairs

Anthony: I usually study in my room, otherwise in the library

Dan: In queens

Why?

Zee: There is the market place

Honor: Just because it's quite an open space

Camilo: I like the fact that it's spacious

Anthony: The Forum is more central and sociable

Dan: I study in Queens because it has a lot of light, you've got the big windows right next to the study room.

What about Amory?

Zee: I have been there once or twice but not often

Honor: I don't have very good experiences there, I can never find my rooms and get quite lost

Camilo: I just feel like I don't want to spend my free time there

Anthony: I don't know much about it

Dan: I don't really like the Amory.

Why?

Zee: I suppose it's not particularly near central campus, you feel like quite out of the way and that it's quite difficult to find your way around, it's quite a cramp building, it's all very tight, it's almost like being in a prison cell there is not much natural light.

Honor: I prefer being more central campus as well, like the forum is next to lodes of shops and bars. You can find everything around here.

Camilo: I just feel like I am in a hospital, it seems like quite a cold environment.

Anthony: It's a bit like a maze, it's very confusing when you go there, I know they do put signs but it's not enough. It's a bit dumb the light is not as sharp as it could be.

Dan: it's really dark in the study room. I don't like the building as a whole, it's quite ugly and it's very confusing.

What would you change?

Zee: I would probably knock down half of the walls, just to make it a little bit bigger, I would have more glass, definitely more glass, more windows. I don't know I would probably rename it as well.

Honor: The architecture.

Camilo: More space, new signs.

Anthony: More windows

Dan: More light, better signs, less confusing staircases, definitely more light, we need more natural light in there, it's essential



RECEPTIONIST IN AMORY

Just like in Queens and Business School there will be a reception and Info point here. This building is a bit more complicated because you've got more subjects, disciplines in here basically. We have law politics, sociology, philosophy, anthropology, we also got humanities here as well, which is the history, classics, geography and theology... So this building is more complicated to try and get right.

A lot of people come here and get lost. So I always have a plan ready.

There might be plans to expand it.

The students need more space since there is an increase in the numbers.





RECEPTIONIST IN THE LIBRARY

I think that we have made changes in the library to accommodate increasing demand and study space, I think it's not just about numbers of students I think it's about changes in student behavior in terms of how people study: If you looked back ten years people would take the materials and go study else where and actually students have changed the way they've studied and they come and stay on campus for the day. So that has been a huge shift and that's across the whole higher education sector generally anyway its not just an Exeter issue. So how we have been dealing with that: by looking at our spaces, looking at how we structure furniture, how we look at space. And we've looked at how we are making use of the space we have, so we've redesigned certain areas, we've got different furniture in and try and keep a variety of different spaces, that's something that's really important: not having a uniform sets of desks everywhere so we are trying to offer people different study options and at the same time make the best use of space and make it the most effective so you've got bench areas where groups are more likely to congregate and therefore more people using more space in an effective way. There is more people that wanted to do group work these days as well so, bookable group space is at premium, so we've addressed that this year by redesigning one area of group space with better furniture so that people who need the space can be assured that they can get somewhere. I feel that the library is dealing well with the demand, I feel that this year it feels used and busy but if you walk around there is enough space to be had.

What about Amory building?

I don't work there so I don't know exactly

The foyer is I think quite small for the amount of people that go there so if you were looking at redesigning it you want to think about the entrance what sort of services are in there. It would be interesting if we could expand the physical space if that was possible to do.

Does Amory has the same potential as the Forum to host students like a hub?

Yes I think there is the potential to do that I think there are plans in progress to create a student hub in Amory, I don't know when that's going to be started yet, but that's the intention to try and do that. I don't think you can provide as many services as the ones in the forum, but we can definitely create a mini version of it.

DESIGN PROPOSAL

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