

Corporate Identity : As a Corporate Strategy

1

1. Why Corporate Identity ?

The image of a Business House is a result of the many points of contact between the people and itself. Its premises, works, products, packaging, stationary forms vehicles, uniforms and publications as well as durable promotional items such as institutional, industrial or product promotions, displays etc. These are the means of contact for the corporation with the customers or the consumer, consumer industries, agents suppliers, financiers and share holders as well as the competitors press trade, general public and what is more, for own staff internally.

The people in all these groups build up their image of the Business House from what they see and experience of it. Intangible and complicated a process as it may appear, involve many varied factors on many varied people with many varied interests.

A planned organisation of Visual Design programme of a Corporate Identity therefore can be a very powerful medium of contact and exert a subconscious but first hand and long lasting impression on the public eye.

As Rawleigh Warner (Jr.) President, Mobil Oil Corporation narrates his experience "We are convinced that presenting a clear-out, attractive face to the public will pay off for our company in greater profits. By a more attractive face, I mean such things as buildings that really represent us colour schemes that are carefully thought through... Service stations that communities will welcome or will at least accept with less reluctance... and packages, letterheads statements, and brochures that have a clean, crisp, contemporary, inviting look. This attractive new face of Mobil is becoming increasingly visible throughout the Free World. The corollary of it is, of course, that we are going to have to live up to this standard.

The Managing Director of a Corporation of many Consumer product ranges, the First in India to delegate a Corporate Identity to the specialist design team says, "Our clear-cut, well designed and refined corporate Identity paid us well, indeed in our fast growth."

2. Corporate Identity Planning as a Corporate Strategy

The Communications specialists consider the corporate identity programme as a science - "Total Communication Environments" or "Symbionics" as an important function of the management. The Indian industry today must accept the challenge of growth by the planned identification and communication programme. Every industry agree

on its effectiveness and accept the fact that the consumers are supposedly conditioned to respond positively to all products bearing on a Corporate Identity mark. Many Companies are chaotic because of the way they have expanded and the problem deeps being compounded. Our job as designer is to take up these chaos and organize them in a visual system of identity.

Business Companies In India are not emerging but diversifying, the divisions in large setups are vertically and horizontally reorganised as independent corporations as the corporate strategies. This has created its own problems of proliferation and a lack of distinguishable yet comprehensive Business House/Group identities. The result of this proliferation is a "Communication log-jam" which has in turn created a need to state corporate messages more efficiently in a system of identity demanded.

Two more frequently mentioned reasons for increased emphasis on corporate identity programme are greater sophistication at all levels of the audience (business, financial, consumer and general) and product diversification.

Mr. D.C. Burnham, Chairman of Westinghouse, confesses that when they looked at themselves, at one point, they found even fairly recent factory building were monotonous red brick, products were designed to rigid engineering standards without adequate consideration for appearance the advertisement and signs that promoted them were old fashioned.

"We realized all this when we looked at ourselves as other see,. So we modernized our trademark and logotype constructively criticized our advertising, designed our products to look as efficient and functional as their engineering excellence makes them, and sent them to market in packages, reflecting their quality. Our interiors inspire creative, forward-thinking in structures that state we are modern progressive organization."

"To accomplish this visual about-face, we retained the best consulting talent available to advise us on all aspects of design, and we established a Corporate Design Department to assure that a good design control system is established in all that we do. This Corporate commitment to good designing has benefited our products, our marketing, our reputation and important above all, our own attitude. A modern, growing progressive corporation responsive to its opportunities must think in terms of future. Good design has helped us greatly to create this essential attitude ourselves. In our view, good design is important to success in today's world."

3. Salutary effects of the Corporate Identity

Giant corporations such as RCA also find that corporate identity programmes have the salutary effects of logically regrouping product and service operations. According to Robert Sarnoff, this realisation has led RCA to " a further clarification and updating of our corporate philosophy and long range goals. I have no doubts that we were pursued faster and further (in this direction) by our belief in the need to determine whether we were communicating effectively with our various publics".

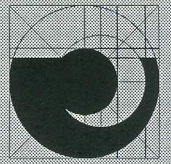
Meshulam Riklis, chairman and president of a vast two billion dollar corporate empire (which includes such diverse operations as movie theatres, textiles, constructions materials and department stores) , questions the wisdom of imposing a total conglomerate look, "There is one piece of design which has served us extremely well", Riklis adds. " A simple chart of corporate relationships". People have to understand us as the unique corporate organization so that they participate in helping us grow. This has been our ' equation for growth chart '.

4. Corporate Identity and its internal influence

Here are comments from a personnel management consultant who sees its value as primarily internal. He emphasises the effect in promoting recruitment and encouraging proper attitudes on the part of employees. Phils Gips of Celanese Corporation, whose Corporate Identity was evolved by Saul Bass Incorporated, pints out a major benefit of a well designed, colour-keyed and coded form can take the places of three others.

One benefit which no one seems to question is that the discipline of corporate identity promotes greater office efficiency. (At Devoe Paints, for example the inventory system which Saul Bass developed as part of the total Celanese Corporate Identity programme, resulted in a 60 % reduction of labelling cost). "Corporate Identity isn't just design, it's organization, says Phils Gips", One Well-designed, colourkeyed and coded form can take the place of three other. This means you cut down on paper work, Simplify purchasing procedures and reduces expenses all around.

Frank stanton, President Columbia Broadcasting System, Inc. says " I think there are few needs greater for the modern, large scale corporation that the need for a broad public awareness of its personality - its sense of values. Increasingly I think modern corporation are recognizing the high-cost of personality. Everything we produce at Columbia Broadcasting System, including our own printed



Corporate Identity : As a Corporate Strategy

2

advertising, reports, documents, and promotion is carefully considered from the viewpoint of the image we have of ourselves as a vigorous, public spirited, profitable and modern enterprise. We give the most careful attention at all aspects of design. We believe that we should not only be progressive but look progressive. We aim at excellence in all the art, including the art of self-expression".

In the Indian continent, we have found out encountered in Centron Industrial Alliance, the platinum Hilife /Raxor Blade that the old Hind raxor employees straightened their chairs and sprung up with energetic zeal to welcome the corporate steps of a new management approach expressed through the new Corporate Identity programmes give them a new young face.

5. Difficulties and dangers of mismanaging the Corporate Identity Planning

What ever high standard in graphic identification and planning one may have, the inadequate and inconsistent efforts may improve the look of the organisation incidently but not for long as the basic requirements of planned communications remains unresolved. Sometimes the Corporate Identity is misunderstood and abused due to an inadequate design budget or because of an uninterested management. How can it be successful it does not have the backing of the man who runs the company? It is bound to get botched up somewhere.

The management therefore must first of all accept this as high level decision and should take adequate interest in the detailing of the Corporate Identity Planning by either delegating one of the directions with a communication expertise and must deal with all problems and budgeting at a higher level.

C. McCollough Chief Executive of Xerox Corporation emphasises his management of Corporate Identity Programme saying "Four cornerstones mark our corporate design programme, first, our graphics must indeed communicate, second they must retain a level of quality established by our professional staff, third they must be distinctive and finally taken all together they must achieve a sense of cohesion and purpose. In the end, as we see it, a strong visual impression tends to buttress the information we wish to communicate.

Graphic Identity design is an important concern for all management in our organization. It starts at the top and works downward through the ranks of the Company. Without this there could be no unity, no single-minded direction which embraces all the visual elements that say "Xerox" to our many audiences".

6. The challenge of change

With the open economic policy and the world markets open, it is time that the Indian Industrial management inducts new dynamics in the blood line of the industry. Identity world markets have demands that the Indian Industry welcomes this challenge of change in its corporate Identity in its totality - the corporate logo, the symbol, the Institutional and brand image. There are cases to meet this challenge on the world scene. Cadbury's improved its Logo 6 times, whereas the pharmaceutical giant CIBA developed its logo and corporate identity & times in 30 years to stay on top in the changing industrial environment (see page 3)

7. Management of Corporate Identity

Ninety percent of the executives in a nation wide survey of 216 American firms with an annual sale of 850,000,00 and over, replied that "good and consistent identification planning can enhance the company's reputation for good management.

One fourth of these corporations employ a full-time administrator or director of Corporate Identity, while 54.3 % have planned system and policy to guide identification practices. Part of that policy includes hiring of a corporate identity professional team and the design budget of 0.02 % of the annual turnover.

Looking at the enquiries from the various industries from the western region of India, the Indian Industry today is considering this aspect seriously and well prepared to face the challenge of growth by asking us to develop a planned identification system and corporate communications programming.

8. Budgeting the Corporate Identity Programme

This could be seen in two ways in engaging Communica in developing your Corporate Image :

1. On the basis of fees phased out as the Corporate Identity is planned.
2. On the basis of a basic fee covered and then on retaining Communica with a decided programme during a certain period.

The following pages give a total programme of Corporate Identity Planning with visual communications and graphic design, architectural design as well as industrial design as essentially integrated services. The total programming could be phased out over a period of two or three years and in some cases it may even last more than five years.

9. Programming Design Co-ordination with the Corporate Management

The aim of this programme will be to solve a basic composition of elements taking into consideration the characteristics and the nature of the Business

House and lead to a distinct and consistent Corporate Identity. This can be a planned Communication programme for the organisation and leave a memorable impression in the public mind associating its management with established and Growing concern.

Phase I : Basic Identity Elements

1. Symbol with GRID Trade mark.
2. Wordmark logo types.
3. Typeface (for Corporate name)
4. House colours and coding
5. Design & GRID for basic stationery (5 items) with disciplined planning.

Phase II: Office Stationery

1. Internal Memos
2. Branch Office Stationery
3. Personnel Forms
4. Bill Forms
5. Purchase Forms
6. Documentation Systems

Phase III: Office Interiors & Signage System

1. Office Signs
2. Entrance Signs
3. Door Signs
4. Visitors Counter Signs
5. Transport Graphics

Work Clothes

1. Drivers Uniforms
2. Service Boy's Uniforms
3. Workman Overalls
4. Uniforms for Outgoing Staff

Phase IV: Transportations

1. Vans
2. Lorries
3. Trucks
4. and other Vehicles

Phase V: Institutional & Corporate Communications

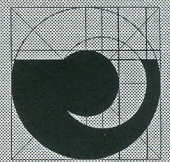
- **Corporate Publications**
 1. Corporate/House Booklet
 2. Annual Reports
 3. House Journal
 4. Press & Public Relations Literature
- **Marketing Communications**
 1. Institutional Promotions
 2. Institutional Advertising
 3. Brand Equity Promotions

Phase VI: Product & Packaging Development

- **Product Design & Development**
 1. Product Design Development
 2. Product Graphics
 3. Product System Design
- **Packaging Design & Development**
 1. Corporate Style Packaging Design
 2. Brand/Range Packaging Design
 3. Individual/Premium Packaging Design

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The impact of efficient Corporate Identity Programming on the business activities as realised by the Corporate Management of Multi-Nationals

EASTERN

"The graveyard of America's business is filled with corporation that died, not solely because of economic or technological reasons; but simply because they lost their identity in the mind of the American public. At the same time new companies have come to the fore, often surpassing their predecessors. All had equally capable managements. All existed in the same economic environment. Yet; some have a spark that lifts them beyond their competition. In many cases, that spark is the company's corporate identity.

Throughout most of American business development identities grew like 'Topsy' guided perhaps by nothing more than a fortunate choice of a logo and a catchy slogan. Today, business has come to realize that identity itself is an important management element, an element that can be structured to specific goals. A positive corporate identity system and program is as necessary today to a successful company as a production line and a marketing operation. For, it establishes the public impression that is aroused when decisions are made concerning the company or its product."

— Floyd Hall
President, Eastern Air Lines, Inc.

IBM

"In the IBM Company we don't think design can make a poor product good, whether the product be a machine, a building or a promotional brochure. But we are convinced that good design can materially help a good product realize its full potential. In short, we think good design is good business."

— Thomas J. Watson,
Jr. Chairman of the Board, IBM Corporation

OLIVETTI UNDERWOOD

"I can only stress that for Olivetti aesthetic value in our products, in our buildings, in the company's literature or in any other phase or aspect of our operations, are part of a basic belief. They do not represent a veneer superimposed on what otherwise would be a colourless business

We at Olivetti believe that a concern for beauty, in all its forms is the natural way to operate or business, because it is a matter of matter commitment for us to introduce innovations which

are economical, reliable, useful and beautiful. Visual Identification is for us image and substance at the same time."

— G. Gabetti,
President, Olivetti Underwood Corporation

WESTINGHOUSE

"Westinghouse dates back to the last century and until a few years ago, we looked our age. Even fairly recent factory buildings were monotonous red brick; products were designed to rigid engineering standards without adequate consideration for appearance; the advertisements and signs that promoted them were old-fashioned.

We realized all this when we looked at ourselves as others see us.

So we modernized our trademark and logotype, constructively criticized our advertising, designed our products to look as efficient and functional as their engineering excellence makes them, and sent them to market in packages reflecting their quality. Our new buildings look as up-to-date outside as they are efficient inside; their interiors inspire creative; forward-thinking in structures that state we are a modern, progressive organisation. To accomplish their visual about-face, we retained the best consulting talent available to advise us on all aspects of design, and we established a Corporate Design Department to assure that good design is considered in all that we do.

I believe that this corporate commitment to good design has benefited our products, our marketing, our reputation and, important above all, or own attitudes. A modern, growing, progressive corporation responsive to its opportunities must think in terms of the future. Good design has helped us greatly to create this essential attitude about ourselves. In our view, good design is important to success in today's world."

— D.C. Burnham
Chairman, Westinghouse Electric Corporation

XEROX

"At Xerox we place special emphasis on total communications any-thing written, said or seen which pertains to the company. This helps to accurately reflect who we are, what we are and out stated goals for the future, especially for those who cannot be a part of the day-to-day activities of Xerox on a first-hand basis.

For us, visual elements are the most pervasive aspects of our approach to total communications. We, therefore, recognize graphic design as a basic

and critically important tool in communicating. Our ads, packaging, brochures, letterheads, signage, annual reports - to name but a few - tell more people more things about Xerox than any other medium we use. In addition to their conveying a specific message, they restate a collective impression which is unmistakably "Xerox" in every sense of the word.

Four cornerstones mark our corporate design program: First, our graphics must indeed communicate; Second, they must retain a level of quality established by our professional staff; Third, they must achieve a sense of cohesion and purpose. In the end, as we see it, a strong visual impression tends to buttress the information we wish to communicate.

Graphic design is an important concern for all management in our organization. It starts at the top and works downward through the ranks of the Company. Without this there could be no unity, no singleminded direction which embraces all the visual elements that say "Xerox" to our many audiences."

— C.Peter McColough,
President and Chief Executive Officer, Xerox Corporation

CIBA GEIGY

Corporate Style: a necessity. The development of corporate style is a management duty. Style & promotion are strongly related, and predominately to be carried out in a scientific and technical way meeting the basic criteria: responsibility, appropriateness and clarity. These leave a wide scope for creative work. Style is a management tool. All efforts in favour of style eventually strengthen management and enhance the confidence of all employees.

— Dr. Paul Erni
Formerly Director, Ciba Geigy

