**Category:** Best Use of Photography or Design

**Company:** Telford College

**Entry title:** Rebranding Telford College

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### Brief and objectives:

As a result of 2016 government-led area reviews, Telford College of Arts and Technology (TCAT) and New College Telford were merging to form a single FE college to serve Telford and Shropshire.

The merger was due to be formalised in December 2017, but the colleges were given special dispensation from the ESFA to trade under one in name in August 2017.

This led to the college needing to develop a new brand and identity with guidelines in place for August 2017.

1. To engage with 5% of stakeholders during the research project by May 2017

2. To increase brand score from 5.2/10 to 7/10 by May 2018

3. To increase applications to the college by 10% for 2018/19

4. To attract over 1,000 attendees to the first college event of the year by October 2017

### Rationale behind campaign, including research and planning:

TCAT and New College Telford did not have strong reputations within the local community and had been categorised as a grade 4 and grade 3 by Ofsted respectively.

Both colleges had also been suffering five years of application declines and were in danger of financial difficulty due to consistent under-recruitment.

The rationale behind the campaign was to create a new identity and brand to officially launch the new organisations and create a new reputation within the local community with stakeholders including parents, businesses and most importantly potential students.

The first stage of the campaign focused on market research to:

- Define the perception of the current organisations with the key stakeholders including staff

- Garner perception of new branding options

- Establish the new organisation's mission and values

- Benchmark the new organisations against competitors

Once all market research was carried out and analysed, a suite of recommendations were provided to senior leaders, executive and governors for final decisions.

Next the sourcing of design work, collateral and key implementation features of the campaign was carried out.

This was the most difficult stage of the campaign as the budget had been reduced by 60% in comparison to the recent year, and the campaign also had to support student recruitment as it was being delivered during the sector's key phase of the applications cycle (May – September)

**Strategy and tactics, including creativity and innovation:**
The key creative component of the strategy was to have a brand that was chosen by students and stakeholders. Each section of the brand required its own particular identity that then had an underpinning consistency to bring all identities together.

Research was the focus of the strategy to ensure all brand implementation was consumer led. The FE sector does not have the money to rebrand regularly, therefore the branding and imagery needed to have longevity, legacy and the ability to fit into future plans.

The creativity of the strategy came from having design work that would lend itself to templates that would drive costs down of external agency support. This would also enable the college to move away from historic paper-based designs and move to a digital-first design approach.

All branding, artwork and the strap line on "Define Your Future" was chosen by stakeholders.

**Implementation of tactics:**
The college carried out competitor analysis and market research with stakeholders. Following that a design brief was created and four local agencies were commission to develop initial brands concepts.

Briefings were held with staff and students to shortlist the best 5 designs and this was rolled out to all stakeholders via Survey Monkey.

All feedback was collated and informed the final decision with communications, SLT and governance.

Further development was made to the brand based on the final feedback and official guidelines were produced.

A full brand audit was carried out across the organisation to prioritise key items to be rebranded and items were prepared for an August 2017 deadline.

Further reviews of new branding took place in September 2017 and in May 2018 to measure short and medium termed impact.

## Measurement and evaluation:
The following tools were used to measure and evaluate:

- Qualitative and quantative data through surveys and focus group

- Survey monkey data reports

- Number of people engaged with in focus groups

- The college didn't receive any negative feedback across social or media platforms

- No FOI requests were put in by media, unions or other stakeholders during a time of limited budget for the new organisation

- College application reports

- Akero event tracking software

1. To engage with 5% of stakeholders during the research project by May 2017 – the college achieved 10.4% from 6,000 stakeholders contacted

2. To increase brand score from 5.2/10 to 7/10 by May 2018 – the college achieved 8.2/10

3. To increase applications to the college by 10% for 2018/19 – ongoing target – the college are 12% up on applications to date

4. To attract over 1,000 attendees to the first college event of the year by October 2017 – the positive impact of the rebrand supported the relaunch of the college and the event achieved 1,482 attendees

The college also saw an increase of enrolments by an additional 240 students compared to the previous year.

## Budget and cost effectiveness:
- Mailchimp: £120
- Text messages: £350
- Vouchers for survey participants: £75
- Executive staffing cost: £425 (Hourly rate x 3 meetings)
- SLT staffing cost: £445 (Hourly rate x 1 meetings)
- Comms staffing cost: £4,783 (Hourly rate x hours spent on project)

- Design concepts: £420
- Brand guidelines: £3,000
- Mail campaign: £600
- Refreshments for focus groups: £30

Total: £10,248

Cost effectiveness:

The new brand lead to an increase in enrolments of 240 people which equates to £960,000 in funding. This means that for every £1 spent the rebrand generated a £94 return.