THE GRYPHON TRUST – Getting into Shape

Corporate Identity

A Submission by Roy Wilkins (RWS)

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CORPORATE IDENTITY

1.0   INTRODUCTION

1.1   The aim of this paper is to promote a discussion among the Directors and the CEO so, together, we can establish a strong Corporate Identity.

1.2   Corporate Identity and Corporate Image are two distinct marketing tools, yet both need to complement each other to be effective.

1.3   **Corporate Image** is how the public perceives the Trust. Simply put, it is what people might say about the Trust in private. It is the Trust's reputation and represents everything it stands for.   The Trust creates its corporate image by the way it communicates with its stakeholders, the experience it gives them. For example, if people are asked in the right way to make an appointment, the perception will be that their issue is important to us and will be given proper consideration.

1.4   On the other hand, **Corporate Identity** is ensuring everything that is seen is promoting the business – the logo, name, business stationery, brochures, website etc.

1.5   Corporate Identity is either strong or weak (unlike Corporate Image, it is never positive, negative or neutral). Corporate Identity must be more or less permanent. Change, perhaps to modernise, only being made after very careful consideration.

1.6   In this paper, I am reviewing Corporate Identity only.

2.0   WHY BOTHER WITH CORPORATE IDENTITY?

2.1   Corporate Identity sends a message to our stakeholders and potential partners that the Trust is serious about being successful and gives them confidence that we are ready for the challenge.

2.2   The combination of colour schemes, designs, words, etc. creates an enduring symbol of how the Trust views itself, how it wishes to be viewed by others, and how others recognise and remember it.

2.2   Maintaining consistency in corporate identity across all media formats is essential as it reinforces the Corporate Image at every point where a stakeholder visually encounters the Trust.

3.0   OUR ACADEMIES

3.1   Both academies have established a Corporate Identity.

3.2   The Arnewood School has a long established a logo, corporate colour, website, etc. though I believe the Headteacher and LGB are currently considering some modernisation.

3.3   The Eaglewood School, in its early days, failed to match its ethos and purpose with an identity. However, since the current Headteacher, Nigel Himmel, took over and with the support of LGB Chairman, Prof David Richards and CEO, Alan O'Sullivan, a strong Corporate Identity is being developed.

4.0   WHO ARE THE TARGETS FOR OUR CORPORATE IDENTITY?

4.1   The Trust's markets must not be confused with those of the Academies who are seeking to attract pupils, parents and staff. Of course, the Trust must promote its academies at every opportunity but that must not be the main motivator for a strong Trust corporate identity..

4.2   A strong Corporate Identity will enhance our position with the DFE, ESFA and RSC, it will help to attract new central staff and improve our dealings with our suppliers, but these are still not our principal targets.

4.3   For the Trust to grow, it must attract other schools and academies. Our Corporate Identity must be principally targeted at them.

5.0   KEY FEATURES OF A STRONG CORPORATE IDENTITY

5.1   Each individual has their own manner of speaking, own gestures, own way of establishing their identity through clothes, hair and perfume choice or, conversely, by not bothering about their appearance at all. Style is a set of signs that distinguish one individual from another. It is what we remember first, and can either be what attracts us or what shies us away.

5.2   Similarly, a company can define itself visually – Corporate Identity.

5.3   The basic visual corporate identity elements include:

- Name
- Logo
- Colour palette
- Corporate font
- Business card
- Letterhead
- Website
- Social Media
- Dress code

6.0   NAME

6.1   Choosing a company name might seem relatively simple at first - just follow three rules 1. not already registered, 2. not infringing any trademark or copyright and 3. not misleading or offensive. Such a view would be foolhardy and almost certainly lead to a poor choice.

6.2   A chosen company name must be unambiguous, harmonious with desired image, vivid and memorable, and representable in a logo.

6.3   When established in 2011, the Trust's name was the Arnewood School and although its Articles suggested otherwise, it was still really a single academy trust.   Advice at the time was that it is easier to set up a company as a MAT from day one rather than effect a change at a later date.   In 2015, with the prospect of a second academy, the Directors concluded that a MAT incorporating a school with the same name was inappropriate, not going to attract others to join us, and made us look insular with the original school clearly dominating.

6.4   The Directors considered a variety of suggestions. In doing so, they resolve that the name must not infer any restriction by:

- region (e.g. New Forest)
- alignment to HCC (e.g. South Hampshire)
- type of school (e.g. Secondary)

nor be lengthen by containing the words Multi Academy Trust or letters MAT.

6.5   The name Gryphon Trust was selected for reasons including the following:

- a gryphon is part eagle so aligns with both Arnewood and Eaglewood
- a gryphon portrays courage and boldness, strength and leadership
- the gryphon is a hybrid that depicts versatility
- the name is distinctive and easy to remember
- the name can be symbolised easily
- the gryphon is universally for good, appearing in most ancient cultures and well as armed services and educational institutions across the world

Upon the recommendation of the Directors, the Members changed the company name to The Gryphon Trust in December 2015.

6.6   I see no reason why we should consider another change.

6.0   LOGO

6.1   Some logos for other users of the "Gryphon":

6.2   I believe the logo proposed by the CEO is cleaner and more visual than the above, and can be used in three variants:

7.0   COLOUR(S)

7.1   The colour or colours chosen for the Trust corporate identity must be unambiguous and say something about the Trust, and not simply be different, or worst still aim to mimic an established brand.

7.2   The CEO provisionally chose "Teal" because, by his own admission, it was a pre-set colour in the Microsoft palette[#]. In fact, I feel this is an excellent choice. "Teal" is vivid, refreshing, relaxing yet full of positive energy,and aligns to any era/style of décor. It also suggests a hint of luxury. Co-incidentally, its complementary colour is maroon as used by the Arnewood School. The Teal, of course, is also a bird, though milder mannered perhaps.

7.3   "Teal" also supports our vision for collaboration and co-operation, as opposed to control or dominance. Please refer to the table below:

> ## The Future of Management Is Teal
> Organizations are moving forward along an evolutionary spectrum, toward self-management, wholeness, and a deeper sense of purpose.
>
> by Frederic Laloux

Exhibit 1: Evolutionary Breakthroughs in Human Collaboration

Color	Description	Guiding Metaphor	Key Breakthroughs	Current Examples
RED	Constant exercise of power by chief to keep foot soldiers in line. Highly reactive, short-term focus. Thrives in chaotic environments.	Wolf pack	• Division of labor • Command authority	• Organized crime • Street gangs • Tribal militias
AMBER	Highly formal roles within a hierarchical pyramid. Top-down command and control. Future is repetition of the past.	Army	• Formal roles (stable and scalable hierarchies) • Stable, replicable processes (long-term perspectives	• Catholic Church • Military • Most government organizations (public school systems, police departments)
ORANGE	Goal is to beat competition; achieve profit and growth. Management by objectives (command and control over what, freedom over how).	Machine	• Innovation • Accountability • Meritocracy	• Multinational companies • Investment banks • Charter schools
GREEN	Focus on culture and empowerment to boost employee motivation. Stakeholders replace shareholders as primary purpose.	Family	• Empowerment • Egalitarian management • Stakeholder model	Businesses known for idealistic practices (Ben & Jerry's, Southwest Airlines, Starbucks, Zappos)
TEAL	Self-management replaces hierarchical pyramid. Organizations are seen as living entities, oriented toward realizing their potential.	Living organism	• Self-management • Wholeness • Evolutionary purpose	A few pioneering organizations (see "Examples of Teal Management")

Source: Frederic Laloux, *Reinventing Organizations* (Nelson Parker, 2014)

7.4   #Unfortunately standard colour palettes vary, even within Microsoft Office applications. The "Teal" highlight in Word is .... but the nearest preset text colour in the Word or Excel palettes is, perhaps, blue - accent 5 - 50% darker. It will therefore be essential that the Directors take quite a dogmatic stand and not allow proximations to be used. Precise colours can be set up and save into standard templates for letters, etc., so the extra workload is nominal.

7.5   The various colour definitions for "Teal" are set out below:

CODE		
SRGB[B]	Red, Green, Blue	(0, 128, 128)
Hexidecimal RGB triplet:	#008080 which is 00 red (0/256), 80 green (128/256), 80 blue (128/256)	
CMYB	Cyan, Magenta, Yellow, Black	(1, 0, 0, 0.498)
HSV	Hue, Saturation, Value	(180%,100%,50%)

For best visual effect on the website, some shades will be necessary, e.g.

Shades of Teal Colour Palette

Colours in Palette

Color	Hex	RGB
	#b2d8d8	(178,216,216)
	#66b2b2	(102,178,178)
	#008080	(0,128,128)
	#006666	(0,102,102)
	#004c4c	(0,76,76)

8.0   CORPORATE FONT

8.1   The font currently in use is Times New Roman 11

9.0   BUSINESS CARDS

9.1   Business cards are an essential marketing tool. Not only do they convey key contact information for any follow up, they

- make a quick first impression on the recipients
- can easily be passed on
- help build trust and are often exchanged with a handshake

9.2   Below is an example of the possible format:

NB scanning has generated a slight colour inconsistency

10.0   LETTERHEADS

10.1   The letter template currently in use for the Trust and a comparison with that for the Arnewood Schools are shown below.

The Gryphon Trust

The Arnewood School

11 – 19 Academy

Working Together - Shaping Tomorrow

Gore Road
New Milton
Hampshire
BH25 6RS

Tel: 01425 625400
Fax: 01425 625425

Email: enquiries@arnewood.hants.sch.uk
www.arnewood.hants.sch.uk

11.0 WEBSITE

11.1 The design of the website must, first and foremost, act as a visual invitation to others to join the Trust and should launch with that message as a strap line. It must quickly provide access to a brief guide to the benefits on offer and make establishing contact very simple.

11.2 Statutory requirements must of course be met but the site must not be designed around this.

11.3 The web site must be smartphone and tablet compatible (e.g. GIF not Flash).

11.4 Technical support may be required from internal staff, if available, or from internal and/or external volunteers. However, we must not be bound by loyalties and penny-pinching if the consequence is lower quality/lack of imagination. For that reason, an external agency may need to be employed but with all associated costs and a clear cap approved in advance by the Directors.

12.0 SOCIAL MEDIA

12.1 I have avoided all connection with social media so make no further comment.

13.0 PROPOSAL

13.1 I propose that a small committee be form comprising myself, two other Directors who have appropriate experience in this area, Alan O'Sullivan as CEO and Rebecca Emery, our new marketing manager.

13.2 If circumstances permit, I would further propose that two meetings be held, supported by email correspondence, with the Committee reporting its decisions to the first Directors' meeting in the new school year.

13.3 If meetings are not possible, then the committee should consider some matters via email conversations.