

You can't be what you're not

The self-discovery of understanding your university's brand

CCAIE 2007

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Re-branding: What it's not

- Not about abandoning your roots
- Not about finding comfortable consensus
- Not about becoming who you're not

Re-branding: What it is

- A journey of re-discovery
- An opportunity to question, challenge, coalesce
- An chance to refocus by making tough but necessary decisions
 - Which market needs
 - Which target group
 - Which competitors
 - Which strengths and attributes

Looking at markets

- Learn everything you can...
 - Because a brand is about relevance to a target group, where values overlap
- That means...
 - Looking at good data
 - Talking to the right people
 - Asking the right questions
 - Testing ideas
 - Reading between the lines
 - Challenging assumptions
 - Finding the gaps
 - Looking for consistencies
- And then... identifying the “bulls eye” target
 - Not always who you think it is

Looking at the competitive environment

- Which needs and values do they satisfy?
- Which do you satisfy?
- Who really is the competition? Need to understand who else is engaging our target:
 - We can't all be Ivy League
 - We can't all be international leaders
 - We can't all be cutting edge
 - We can't all be small and friendly

Looking at yourself

- Hard to see yourself from the outside
 - Agency's job is to bring the outside perspective inside
 - External view is essential
- Internal markets are essential to getting the rounded view
 - Don't assume you've heard it all before
 - Don't assume they've been asked before

Memorial's unique challenge

- Little known: out of sight, out of mind
- Inextricably linked with Newfoundland — unknown place, far far away
- “Newfie” perceptions: quaint, friendly, backward, not 21st century
- Reinforced by tourism, lore, movies, books
- Outdated ideas about Memorial
- Pressing need to recruit “off-shore” students
 - Haven’t heard of us
 - Friends don’t go there
 - *It is far away*

Essential perspectives

- Current students
 - Their motivations, experiences
- High achieving alumni
 - Commonalities, view of the world, view of Memorial in the world
- Faculty and staff
 - Essential brand shapers and stewards
- Government, community/business leaders
 - Expectations and concerns
- Who we didn't talk to: Prospective students
 - No knowledge of Memorial, no useful perspective at formative stage

What we found: gaps and inconsistencies

- Internal — Hugely divergent views of strengths, weaknesses, the brand, the competition
- External — Highly consistent views of strengths, weaknesses, the brand, the competition
- Internal — NL, NL culture and community a huge selling point
- External — NL, NL culture and community a deterrent
- Internal — split on positioning directions
- External — split on positioning directions

What we found: a powerful theme

- “Inner-genuity”
 - Resourceful, tenacious, independent character
 - The university, faculty, staff, students
 - An ingenuity that is born of place, and the challenges it has faced
 - A spirit of “Newfoundland-ness”, not “Newfie-ness”

What it told us about the brand

- The target: “Zaggers”
 - Independent-minded, resourceful, “off-island”
 - Want to explore — themselves, the world
- Key offering: A freedom that comes with the place
 - To explore, to invent, to become
- Character and spirit is key to this brand
 - Alignment of values: What makes us *us* is what makes them *them*

What we told Memorial about the brand

- It is firmly rooted in the character and spirit of the university and its people (it's "true")
- It will resonate with the kind of person who should be here
 - Student, faculty, research funder, innovation partner
- It is "Newfoundland-ness" in all the best ways
- It has to be deployed in a way that it true to the brand

Experiencing our 'new brand' ideal

- It is not a panacea
- Not everyone gets it
- It does not apply 100% of the time
- Hardest part:
 - Different from what we are used to
 - Non-traditional
 - Even a university of zaggers is rife with ziggers

Discovering this new brand

- Once we laid it out, finding examples
- It's everywhere, not hard to find
- It's positive, distinctive and memorable
- Can we own it? Can we really celebrate it?

Selling the strategy

- People appreciated our well-thought out and well-intentioned strategy.
- We shopped the ideas around – and it required very little ‘selling’
- People were happy to be in the loop, liked having their opinions heard
- We did not (and could not) talk to everybody

Internal Audiences

Detractor

Ambivalent

Supporter

Ambassador

Faculty/ Staff Topic				
Marketing	<i>Sell outs</i>	<i>Just don't touch my funding</i>	<i>We need to do it</i>	<i>Or future depends on it.</i>
Change	<i>If it ain't broke...</i>	<i>Just don't touch my funding</i>	<i>It might hurt, but it's necessary</i>	<i>Keep refreshing things</i>
New brand	<i>A waste and a disgrace</i>	<i>New brand? ...funding!</i>	<i>A step in the right direction</i>	<i>Sign me up!</i>

Internal Audiences

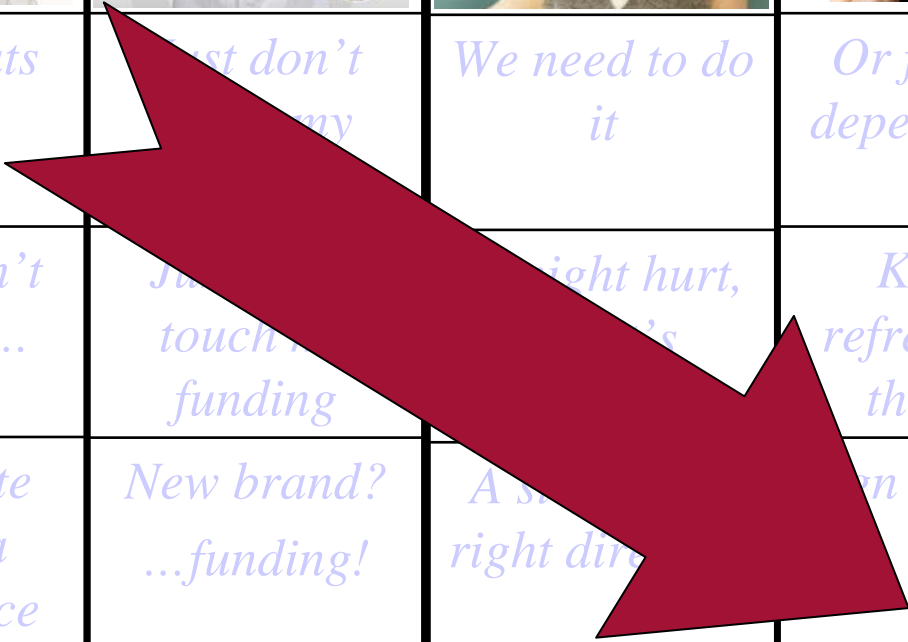
Detractor

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<div style="text-align: right; padding-right: 5px;">Faculty</div> <div style="text-align: left; padding-left: 5px;">Topic</div>				
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A logo is not a brand

- Bringing the brand to life...
 - Logo, look, line
 - Marketing and communication overhaul
 - Consistency across the institution — internal and external
- ...and living the brand
 - Ingenuity inherent in all we do and say
 - Experienced through all interactions with markets
- It takes time, it takes consistency, and a logo will only get you so far.

But everyone has to use the logo, right?

- Pick your battles — not everyone has to use the logo right away
- Plan to implement over time, not overnight
- Set the example — all corporate/centralized communication
- Recruit early adopters, target high-profile faculties and departments
- If you build it, they will come...eventually

Selling the brand

- Again, people understand and accept well-thought out and well-intentioned strategy.
- But everyone has an opinion on creative concepts
- We simply ‘launched’ it, and people didn’t understand.
- A close colleague: “it’s excellent, but man, you are in BIG trouble”.
- People have a visceral affinity with their university.

The visual components

- New logo
- Creative concept:
 - The look and the line
 - “Become”
 - Silhouettes
 - Most importantly, the freedom

New Logo



Memorial
University of Newfoundland





Become.

You always knew that you were made of something different. And at Memorial, knowing you'll discover exactly what it is. A place where the opportunities to explore your creativity, your ingenuity, and your future are as wide open and endless as the place itself. At Memorial University, you won't just become something. You'll become.

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Become.

You always knew you were made of something different. And at Memorial University, you'll discover exactly what it is. A spirit of learning by doing. A place where the opportunities to explore your creativity, your ingenuity, and your future are as wide open and endless as the place itself. At Memorial University, you won't just become something. You'll become.

Research Report

0024



RESEARCHMATTERS



WHAT'S INSIDE

	Welcome to Memorial	2
	The moisture pattern	4
	Piecing together the origins of an infamous deal	6
	Shaping the art world	8
	A framework for new research collaborations	10
		
	Research finds complex barriers to women's employment	12
	In the spotlight: send in the clowns	14
	A new twist on genetic discovery	16
	Lab gives shape to complex problems	18
	A platform for innovation	20
	Casting light on dead zones	22
	Examining the structure of our molecular machines	24
	Teachers' block: living and learning with stress	26
	Tracking fish stocks	28
	Large-scale oil exploration	30
	Big lessons from small places	32
	Statistics	34

Memorial University is a place where people and ideas become. For our researchers, it represents the freedom to explore their creativity. Many Memorial researchers seek a path of their own, and are drawn by the idea that Memorial is on the edge – of new technologies, ingenious discoveries, and compelling ideas.



Dr. Terry-Lynn Young
A new twist on genetic discovery 16

Dr. Jamie Skidmore
Send in the clowns 14

WELCOME TO MEMORIAL UNIVERSITY OF NEWFOUNDLAND'S RESEARCH REPORT 2006



Research Report 2006

2



Dr. Christopher Loomis



Dr. Axel Meisen

Research is shaping the future of our province, our country and the world in ways that were unimaginable just a decade ago. From improvements to our quality of life, to new technologies, more sustainable and diversified economic activity, the preservation of our culture and the protection of our environment, research and innovation have never been more important.

This year's annual Research Report highlights the contributions of some of our leading researchers and scholars in shaping the past year. It also highlights the growth we have seen in the capacity, competitiveness and impact of research at Memorial University. Another measure of that growth is total research income which exceeded \$90 million in 2005-06; an increase of nearly \$60 million since the beginning of the decade in 2000.

Increased funding by the Government of Newfoundland and Labrador to the Industrial Research and Innovation Fund (IRIF) has been especially important to this success. The new Innovation Strategy (A Blueprint for Prosperity) recognizes the inextricable link between education and innovation. These initiatives and investments, combined with our ongoing commitment to research, are enabling Memorial to recruit the best faculty, staff and students.

The renewal of the Atlantic Innovation Fund by the Government of Canada provides a unique regional opportunity to attract further investments in R&D, to build partnerships with regional industries, and to ensure the translation of that research into benefits for Canada. Research is shaping the world and our future. We invite you to explore this year's report and learn about the shape of things to come at Memorial.

Dr. Christopher Loomis
Vice-president (research)

Dr. Axel Meisen
President and Vice-chancellor

Research Report 2006

3



Dr. James Feehan

Piecing together the origins of an infamous deal

"The 1969 power contract between Hydro-Quebec and the Churchill Falls (Labrador) Corporation, has been a matter of considerable resentment in Newfoundland and Labrador." So opens a new report by Dr. James Feehan, Economics, and Dr. Melvin Baker, university archivist and historian. The deal has long been debated in both provinces and, since the mid-1970s, the Government of Newfoundland and Labrador has challenged the contract in a number of ways.

The authors of the report focused on the contract's renewal clause. According to the clause, when the term of the contract ends in 2016, it must be automatically renewed for a further 25 years at a fixed price of \$2 a megawatt hour, which is lower than the current price. The paper points out that despite the onerous terms, very little has been known about the circumstances that led to it. By drawing on original documents from the time, the report pieces those circumstances together and puts them in the context of the overall negotiations. The paper concludes "It is inconceivable that any party to a transaction would knowingly and willingly agree to sell its services some 50 to 75 years in the future at a price fixed below the current price, except if either forced to do so or offered commensurate compensation. The latter did not happen."

Research Report 2006

6



For more information see www.mun.ca/research/2006report

Lab gives shape to complex problems

What would it be like to walk around an oil reservoir that's hundreds of metres below the sea floor, or peer into a human heart or travel through a blood vessel? Imagine being able to fold a DNA molecule to find out how genetic defects work. Researchers at Memorial University of Newfoundland are hoping that a new laboratory will help them do just that. The new Landmark Graphics Visualization Laboratory, which officially opened April 27, 2005, is the first of its kind at a university. This immersive visualization laboratory, is a scientific IMAX theatre where up to 20 researchers can collaborate and view data in 4D (three spatial dimensions plus a temporal one).

The lab contains a wrap-around screen and special glasses which trick the viewer's eyes and brain into 4D perception. This new technology will revolutionize how offshore oil and gas reservoirs are studied and understood, allowing researchers at Memorial to analyze images of large volumes of data and conduct detailed simulations. The \$20-million futuristic lab was built with support from Landmark Graphics, IBM Canada and Panoram Technologies Inc., along with the Canada Foundation for Innovation (CFI) and the Atlantic Canada Opportunities Agency (ACOA) through the Atlantic Innovation Fund (AIF).



Landmark Visualization Centre



How we were doing, initially

- Initially there was protest. In the form of letters, online petitions, blogs, meetings.
 - Don't like the logo
 - Dropped 'of Newfoundland'
 - Nobody asked me
- A close colleague: “it doesn't matter what you would have done – people hate change”.
- Even some people who are open to change were not open to *this* change.

How we are doing, now

- We are repositioning ourselves
- People see us differently now – in fact we are different, and know WHY
- Every Faculty but one is on board with new look on our website
- Protest has completely vanished, except for occasional veiled cynicism (it is a university, right?)
- Many, many awards for our work (including today!)
- Long-run proposition – many objectives, over many years

Evidence of becoming

- Alumni who have become:
 - Graduates who embody the intrepid spirit of ingenuity
- Ingenuity at work:
 - Projects, faculty, staff, students
- Unique programs and delivery:
 - Teaching methods
 - Academic flexibility and uniqueness
- Successes:
 - Hidden treasures and patterns of success
- Examples of freedom to explore:
 - The ways we are flexible
 - Support services that help students become
- “Zaggerism”:
 - Who and what embodies being a zagger
 - Encyclopedia of Zaggerism: Zagapedia

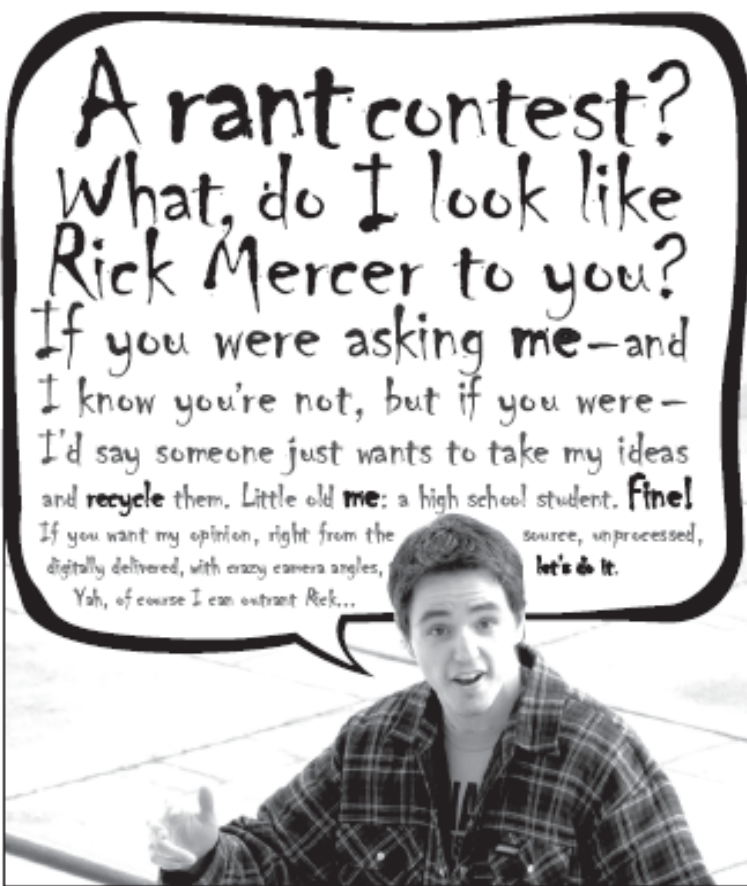
What this has allowed us to do

- Website
 - Prix D'Excellence Gold, 2007
 - New content coming in September 2007
 - Volume has tripled in three years: over 1.2 million visits/month
- Special Events: I ♥ MUNdays
 - Prix D'Excellence Gold, 2007
- Publications
 - Research Matters: CASE Bronze, CCAE Silver
 - Viewbook: CASE Bronze
- Take our brand even further: license to be ingenious.

What this has allowed us to do

- Rant LIKE Rick
 - Co-opt Rick Mercer
 - Archetypal Newfoundlander who has become
 - Honourary Doctor of Letters
 - “Rant” embodies our spirit
 - Expression
 - Creativity
 - Ingenuity
 - Freedom

What this has allowed us to do



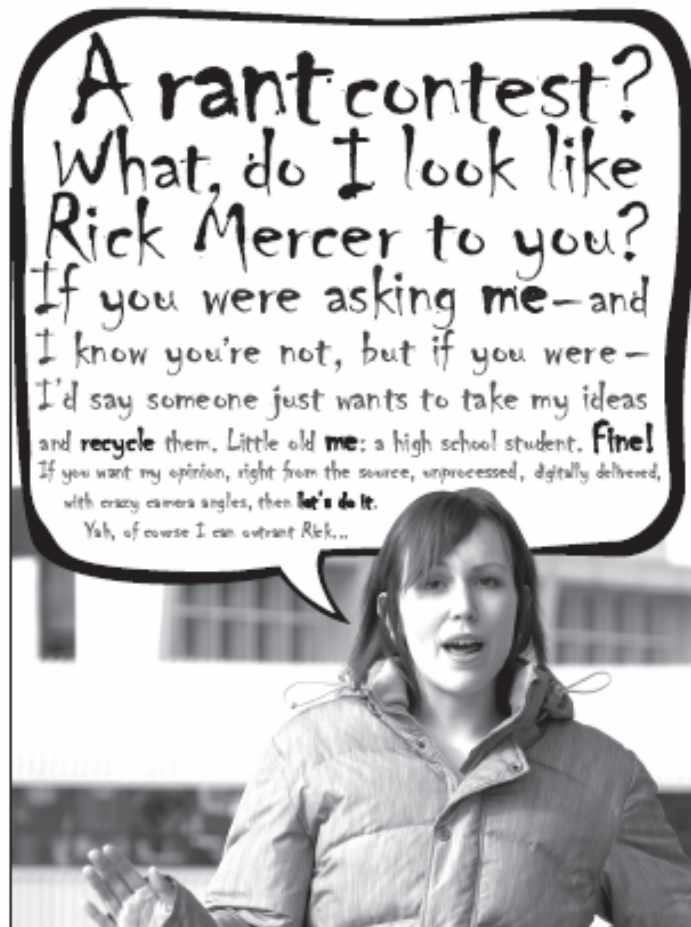
A rant contest?
What, do I look like
Rick Mercer to you?
If you were asking me—and
I know you're not, but if you were—
I'd say someone just wants to take my ideas
and **recycle** them. Little old **me**: a high school student. **fine!**
If you want my opinion, right from the source, unprocessed,
digitally delivered, with crazy camera angles, **let's do it.**
Yah, of course I can outrant Rick...

rant LIKE rick CONTEST

Memorial University of Newfoundland wants you to rant like Rick Mercer. Shoot your own rant, submit it, and you could win one of three one-year tuition prizes.

OPEN TO ANY GRADE 12 STUDENT IN CANADA
CONTEST DEADLINE: MARCH 16TH, 2007
SEARCH FOR 'RANT LIKE RICK' ON YOUTUBE™
EMAIL US AT rant@mun.ca
FOR RULES AND FULL DETAILS, VISIT OUR WEBSITE

www.mun.ca/rant



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- Get outside help:
 - An objective set of eyes to understand you
 - You won't have enough time or expertise to do it right yourself
- Academics are trained to oppose, and generally hate things like 'marketing'. It shall pass.
- Surround yourself with ambassadors:
 - Early adopters
 - Strong leadership at the top. President and Director of Marcomm or Advancement

Pearls of Wisdom (OK, a few more)

- Logo and campaigns are not popularity contests. Don't let loud voices shape your direction.
- Do NOT scrimp on the budget.
 - Don't do it unless you can afford to do it well.
 - You will avoid so much heartache if you can have people with you who know marketing (coordinator, media buyer, art director). Reinforce your expertise.
 - Occasionally, you may need to 'buy' a seat at an important table. Do so.

Questions?