



# **Brand development**

**Education Group Zrinski: Brand Development**

Robert Lindell

Examensarbete för tradenomexamen

Utbildningsprogrammet för Företagsekonomi

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**BACHELOR'S THESIS**

Author: Robert Lindell

Degree Programme: Business Administration, Turku

Specialization: Marketing

Supervisors: Camilla Ekman, Heli Nyberg & Linn Bergkulla

Title: Education Group Zrinski: Brand Development

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**Summary**

Understanding a brand, how it works and why it matters is important. Branding is one of the most powerful tools today and it has the potential to change markets. Personality, uniqueness, trustworthiness and loyalty are important aspects of a successful brand. A united message across the brand will ensure a competitive edge and create a unique experience for the customer.

Education Group Zrinski is a private organization focused on education with an entrepreneurial approach. They educate students, pupils and adults through innovative and creative approaches in different projects, tasks and business opportunities. The organization consists of four institutions including Innovation and Development Center Zrinski, University College Nikola Subic Zrinski, Open University Petar Zrinski and Private Grammar School and Economic School Katarina Zrinski.

The main objective is to enhance their brand presence, ensure a consistent message and create a unique brand experience. The project consists of extensive theory, research and identity design. Theory includes brand development, fundamentals of branding, brand identity and ideals, branding methods and brand strategy. Research includes current strategy analysis, brand identity analysis, personal interviews, market research and workshops. Identity design includes application of color and typography, imagery, logo design, touch point application, business card development, and online media enhancement.

The end product was a new brand identity including an identity profile (color, typography, imagery and logo usage) and a set of new material including website design, business cards, posters, personality cards, a brochure and social media design.

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Language: English

Key words: Brand, branding, brand development, brand identity, Education Group Zrinski, education

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**EXAMENSARBETE**

Författare: Robert Lindell

Utbildningsprogram och ort: Företagsekonomi, Åbo

Inriktning/alternativ/Fördjupning: Marknadsföring

Handledare: Camilla Ekman, Heli Nyberg & Linn Bergkulla

Titel: Education Group Zrinski: Brand Development

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**Abstrakt**

Det är viktigt att förstå varumärket, hur det fungerar och varför det är viktigt. Varumärkes utveckling är en av dagens mäktigaste verktyg och har potentialen att förändra marknader. Det är viktigt att vara personlig, unik, trovärdig och lojal för att skapa ett framgångsrikt varumärke. Ett förenat budskap över hela varumärket skapar en konkurrensfördel och skapar en unik varumärkes upplevelse för kunden.

Education Group Zrinski är en privat organisation som fokuserar sin utbildning på entreprenörskap. Studerande, elever och vuxna utbildas genom innovativa och kreativa metoder genom projekt, uppgifter och diverse affärsmöjligheter. Organisationen består av fyra enheter: Innovation and Development Center Zrinski, University College Nikola Subic Zrinski, Open University Petar Zrinski and Private Grammar School och Economic School Katarina Zrinski.

Huvudobjektet med projektet är att skapa en stark närvaro för varumärket, garantera ett förenat budskap över hela varumärket och skapa en unik upplevelse för kunden. Projektet innefattar omfattande teori, forskning och identitets design. Teorin innehåller bl.a. varumärkes utveckling, grunderna inom ett varumärke, varumärkesidentitet, utvecklings möjligheter och varumärkes strategi. Forskningen inkluderar en analys av nuvarande strategi och varumärke, personliga intervjuer, en marknadsundersökning och verkstäder. Identitets designen inkluderar tillämpning av färg och typografi, användning av bilder, logo design, tillämpning av medier, utveckling av visitkort och förbättring av sociala medier.

Slutprodukten är en ny varumärkesidentitet som inkluderar en profil (färg, typografi, bilder, och användning av ny logo) och nytt material för varumärket inklusive design av hemsida, visitkort, affischer, personliga kort och design av sociala medier.

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Språk: English

Nyckelord: Varumärke, varumärkes utveckling, varumärkesidentitet, Education Group Zrinski, utbildning

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## OPINNÄYTETYÖ

Tekijä: Robert Lindell

Koulutusohjelma ja paikkakunta: Liiketalous, Turku

Suunatutumisvaihtoehto: Markkinointi

Ohjaajat: Camilla Ekman, Heli Nyberg & Linn Bergkulla

Nimike: Education Group Zrinski: Brand Development

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### Tiivistelmä

Branding ymmärtäminen, miten se toimii ja miksi se on tärkeä. Brändäys on yksi tehokkaimmista välineistä tänään ja se mahdollistaa markkinoiden muutosta. Pesoonallisuus, ainutlaatuisuus, luotettavuus ja uskollisuus ovat tärkeitä ominaisuuksia menestyvälle brändille. Yhdistyvän viesti takaa brändille kilpailuetu ja luo ainutlaatuinen kokemus asiakkaalle.

Education Group Zrinski on yksityinen organisaatio, joka keskittyy koulutustaan yrittäjyyteen. He kouluttavat opiskelijoita, oppilaita ja aikuisia innovatiivisilla ja luovilla lähestymistavoilla eri projekteissa, tehtävissä ja liiketoiminta mahdollisuuksilla. Organisaatio muodostuu neljästä opistoista: Innovation and Development Center Zrinski, University College Nikola Subic Zrinski, Open University Petar Zrinski and Private Grammar School ja Economic School Katarina Zrinski.

Päätavoitteena on parantaa brändin läsnäolo, varmistaa yhdenmukainen viesti ja luoda ainutlaatuinen kokemus asiakkaille. Projekti koostuu laajasta teoriasta, tutkimuksesta ja brändin suunnittelusta. Teoria sisältää brändin kehittämisen, brändin perusasiat, brändin identiteetti ja ihanteita, brandäys menetelmiä ja brändin strategiaa. Tutkimus sisältää nykyisen strategian analyysi, brändi-identiteetti analyysi, henkilökohtaisia haastatteluja, markkinointitutkimuksia ja verstaas. Identiteetin suunnittelu sisältää värin, kuvien ja typografian soveltaminen, logon suunnittelu, kosketuspisteiden soveltaminen, käyntikorttien kehittämisen ja sosiaalisen median suunnittelu.

Lopputuote on uusi brändi-identiteetti sisältäen identiteettiprofiili (väri, typografia, kuvakieli, ja logon käyttö) ja uutta materiaalia kuten verkkosivujen suunnittelu, käyntikortteja, julisteita, persoonallisuus kortit, esite ja sosiaalisen median suunnittelu.

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Kieli: Englanti

Avainsanat: Brändi, brändäys, brändin kehitys, bränd-identiteetti, Education Group Zrinski, koulutus

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Education Group Zrinski  
Brand Development

## ABOUT THE AUTHOR

Robert Lindell, a 23 year old design/marketing student from Turku, Finland. Currently studying marketing at Novia University of Applied Sciences. Finishing his bachelor degree at the beginning of August, 2014.

He's a young and enthusiastic designer who has a passion for simple but complex design. Enjoys working with different cultures and international projects while exploring and creating new design. He's a fun, creative and hard working individual to work with. He loves open spaces and wants his own business in the future.

Came in contact with branding during a brand identity workshop in 2011. Since then he's been hooked and is currently focusing his assignments around brand identity, while building his personal brand.

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PART 1

WHERE IT ALL STARTED

# INTRODUCTION

A project redefining the Education Group Zrinski's brand. Main objectives are to enhance their brand presence, ensure a consistent message across the brand and enrich the brand experience for the customer. It is important that the brand becomes recognizable and unique.

The project will also include the important aspects of branding and why a strong brand matters. It will guide the reader carefully through the whole process of the project. Its structure is carefully divided into six sections as seen in the table of content.

This part introduces the client, Education Group Zrinski. The following subjects are opened up to the reader; Brand basics and brand ideals. Future steps directs the project to the next step.

The second part (Current Situation) includes analyzation of their current strategy, identity and visual brand identity. A competitor analysis and internal interviews are also conducted for further insight. Results from this part are vital for continuing the rebranding process.

The third part (Future Brand Identity) is about redefining their brand. Through an identity workshop with their management team a redifined brand with new values, characteristics, symbols and a clear message is created.

The fourth part (Designing Brand Identity) is about designing their new brand identity. It is about the look and feel of the brand. It includes color, typography, imagery and the creation of a new brand profile.

The fifth part (Touchpoint Application) is about creating a consistent identity across a wide range of touchpoints such as businesscards, social media platforms, website and marketing material.

The last part (A Redefined brand) will introduce you to the redifined brand. The old and the redifined brand will be compared to each other to showcase the changes with a couple of concluding words.





*Image 1. Education Group Zrinski's main building (Lindell 2013).*

## EDUCATION GROUP ZRINSKI

The Education Group Zrinski (EGZ) is a private organization focused on education with an entrepreneurial approach. They educate students, pupils and adults through innovative and creative approaches in different projects, seminars, tasks and business opportunities.

The organization was founded by Vitomir Tafra, who is currently the President of the board at the Education Group Zrinski. They have several cooperations with different international organizations and they are a part of an institutional system, Education for Entrepreneurship (E4E), which was launched by the Croatian Chamber of Commerce. The organization consists of four institutions; Innovation and Development center Zrinski, Private Grammar and Economic School Katarina Zrinski, University College of Economics, Entrepreneurship and Management Nikola Subic Zrinski and Open University Petar Zrinski.

These institutions work closely together to give the students an opportunity to connect to several different networks including business ventures, other institutions and students, international projects and the market itself. They prepare their students for today's market and its obstacles and opportunities.

Their vision is to have qualitative and innovative teaching processes to educate students for the practical applications of business knowledge, technical skills and business techniques. They also aim to become a regional leader in education for entrepreneurship at all levels of education.

Their mission is to have a modern educational approach which enables students to have a high quality, economical education while developing the entrepreneurial competencies necessary to manage a business. (Education Group Zrinski 2013)

### PRIVATE GRAMMAR SCHOOL AND ECONOMIC SCHOOL KATARINA ZRINSKI

These schools are privately owned secondary schools. They invest in contemporary teaching methods in educating young people and preparing them for the world of work. The school is also recognized by the Council of Economic Education and also the US because of their program quality. (The Education Group Zrinski, 2013)

### OPEN UNIVERSITY PETAR ZRINSKI

Open University Petar Zrinski is continuously creating and operating projects in close cooperation with the Ministry of Economy, Labour and Entrepreneurship, Croatian Employment Service, Croatian Chamber of Economy, and the Ministry of Tourism. Furthermore, Petar Zrinski was a partner in CARDS 2004 Adult Learning Project which was funded by the EC CARDS 2004 programme and conducted in the period 2007-2009. (The Education Group Zrinski, 2013)

### INNOVATION AND DEVELOPMENT CENTER ZRINSKI

The Innovation and development center Zrinski (IDCZ) became a member of the Education group Zrinski in the end of 2011. They rest upon research and development, which are divided into three activities: Projects which support all institutions and customers of Education Group Zrinski, implementing and supporting business simulations in educational institutions and businesses and project management consisting of training and consulting.

Furthermore they want to focus on lifelong learning for entrepreneurship, preparation and support for competing projects associated with the demand of business and education sectors. They want to create an interdisciplinary approach to research and development, be an internationally recognized center of excellence with connections to the business community, government agencies and educational institutions. They also aim to be a regional distribution center for business simulations to support business and education sectors. (Education Group Zrinski, 2013)

### UNIVERSITY COLLEGE NIKOLA SUBIC ZRINSKI

They believe entrepreneurship and entrepreneurial competences are imperative today and present the backbone for the development of the modern society. University College Nikola Subic Zrinski's ways of study are divided into two categories; theoretical studies and practical knowledge. This is obtained both individually and in teams.

They want to provide their students with entrepreneurial knowledge and skills to enhance their business techniques and to integrate them in an efficient and safe way into the world of sustainable economy, constant changes, huge competition and global interests. Also the second year students will create their own small or medium sized enterprises. (Education Group Zrinski, 2013)



*Image 2. Education Group Zrinski is involved in a wide range of international projects, cooperations between institutions and they have a wide network with both national and international businesses across Croatia. (Lindell 2013).*

# BRAND BASICS

Understanding the brand, how it works and why it matters is crucial. Branding is one of the most powerful tools today and it has the potential to change markets. Personality, uniqueness, trustworthiness and loyalty are important aspects to succeed. A unified message across your brand identity will ensure a competitive edge and it will bring your customers closer.

## BRAND

As there are infinite choices on the market, companies have to look for ways to connect with the customer. Their goal is to become irreplaceable and in the end create lasting relationships with their customers. We fall in love with brands, we trust them and we believe they are superior to others. It does not matter if you are a large organization, a start-up or a product, regardless the form your success will depend on your brand's recognition and observations. Your brand is your promise and it has to be built on trust. (Wheeler 2013, p. 2)

A brand has to be able to navigate. It will assure your customers your product or service is the right one for them and it will differentiate yourself from the competition. It will reassure your customers that you are the right one for them. It will protect your product or service and enhance its quality. A brand is all about engagement. It uses a special voice, imagery and other associations to connect with your customers. It will create recognition and identification. (Wheeler 2013, p. 2)

Your brand will touch people on a personal level, it will give recognition on a local and national level. You never know what will happen, but when done right it will become global and virtually impossible to miss. (Wheeler 2013, p. 3)

Your brand is your promise and voice of your organization. Every single touchpoint gives you the opportunity to increase the awareness of your brand and in the end build on your trust. (Wheeler 2013, p. 3)

It is important to connect with your customers on an emotional level to receive their trust. A brand that is created in a strategic, honest and visual way can determine the level of success of your company. A brand is only as strong as its weakest link. A great brand will help each thread to be knit together to create a strong foundation for the future. This will bring success. (Wheeler 2013, p. 3)

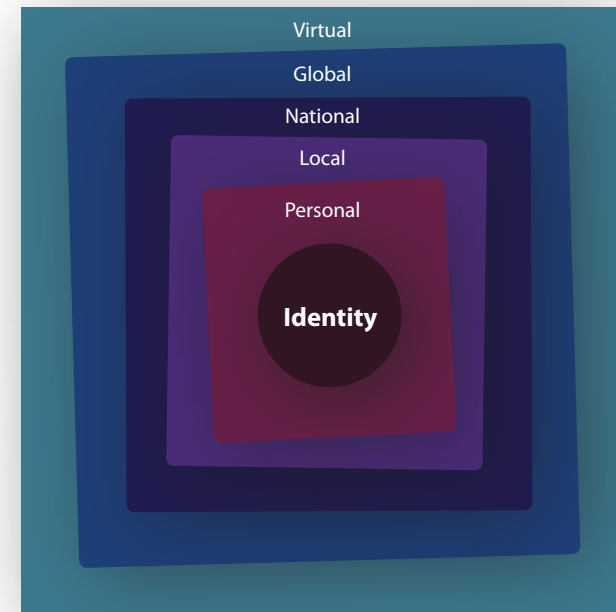


Image 3. "Businesses are now only as strong as their brands, and nothing else offers business leaders so much potential leverage" said Jim Stengel from Grow. This is absolutely true. Branding can change a local company into a global giant. (Wheeler 2013).

Voicemails   Word of mouth  
 Publications   Business cards  
                     Business forms  
                     Proposals  
                     Exhibits  
                     Mobile  
                     Experiences  
                     Apps  
                     Blogs  
                     Services  
 Trade shows   Employees   Speeches  
 Presentations   Advertising  
                     Websites   Emails   Ephemera  
                                     Packaging  
                                     Products  
                                     Billboards  
                                     Social networks  
                                     Video  
                                     newsletters  
                                     Vehicles  
                                     Signage  
                                     Environments  
 Direct mail   Sales promotion  
 Letterheads   Public relations .....

# brand

*Image 4. A brand is about exploring and uniting the business to one single unit. Each touchpoint has the opportunity to increase the awareness and range of your brand and it has the power to create loyalty. (Wheeler 2013)*

## BRANDING

Branding is a strategic and disciplined process to discover, engage and unify your company and to connect it with the rest of the world. You will create a unified message across the whole brand. Branding makes it possible to reach and invite customers to your world. You will discover unique tools, create a desire to be the best among your employees and to seize every opportunity. It is about investing in the now and the future. (Wheeler 2013, p. 6-7). Branding is one of the most powerful tools today, which can give your company the competitive advantage you need. It is the second best tool to connect with your customers on an emotional level, after actual physical contact. (Baer 2008, p. 8)

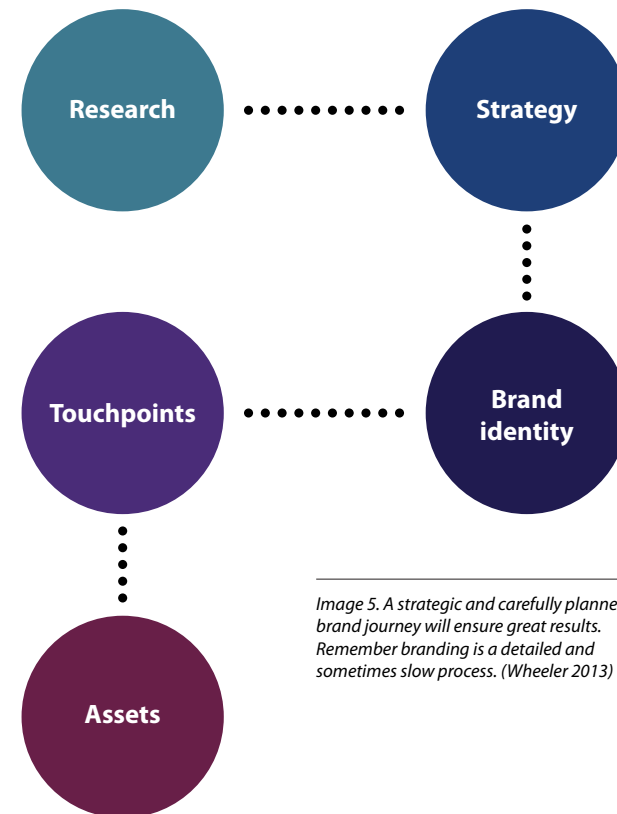
The branding process:

The first phase is about discovery and understanding the organization. You need to understand their history (vision, mission, culture, advantages, target market, strategies and strengths and weaknesses). This phase will become the foundation of further decisions. To obtain the necessary information, extensive research is made. Through different methods such as interviews, market research, usability testing, market audits, competitive audits, benchmarking, identity analyzation, surveys and a series of workshops essential material is gathered. (Wheeler 2013, p. 116-130)

In phase two, the research from phase one will come in play. Your object is to create a unifying idea and message for the brand. Understanding the organization, to clarify its core values and strategy, to position it in the market and to finally discover the brand essence. It is important to identify and articulate the possibilities for the new brand, to the management. This phase is carefully structured and executed with the company's key stakeholders. (Wheeler 2013, p. 132-134)

The brand has a redefined strategy and it is time for the creative design process. This phase is about integrating meaning with form. This is done through careful exploration and creation of the logo, visual language (imagery, color, typography, design and sensory) and sense of the brand. This phase is all about testing, testing and more testing. It is crucial to make sure the new brand identity works across a wide range of touchpoints. Remember that the solution should be unique and differentiated to be a lasting identity. (Wheeler 2013, p. 144-162)

The final stage is about developing and designing the brand's identity on a wide range of touchpoints. This is where the brand truly takes form. It is essential to convey the brand personality, align it with the positioning strategy, make the design system work across all media and to pay attention to the details. For the future it is important to manage the brand assets. Clear guidelines are necessary to ensure a future brand. (Wheeler 2013, p. 164-166)



*Image 5. A strategic and carefully planned brand journey will ensure great results. Remember branding is a detailed and sometimes slow process. (Wheeler 2013)*

## TYPES OF BRANDING

Whether you are a large international organization, a new start-up or a non-profit organization branding is equally important for you. Sometimes it is hard to know when to actually start this process. If you are in any of the following situations it might be a good idea to start thinking about branding/rebranding; A new company, name change, in need of renewal, lacking identity, inconsistent brand, a merger between two businesses. Whatever situation you are in, remember with a strong brand you will ensure the competitive advantage you seek. There are also different types of branding depending on your desired goal, situation and future. (Wheeler 2013, p. 6-8)



### CO-BRANDING

Co-branding is used especially in mergers or other partnering situations. You are joining forces to achieve reach and increase brand value. This type of branding can take several years depending on the size of the organization. (Wheeler 2013, p. 6-8). In 2012 Local Insurance Mutual Company and the Tapiola General Mutual Insurance Company merged to Lähitapiola. This merger will be completed in 2014. (Lähitapiola 2012)



### DIGITAL BRANDING

Digital branding is about driving marketing and business on the web. It includes social media, web design, SEO and so much more. (Wheeler 2013, p. 6-8). Nike is probably one of the most innovative and creative companies to drive their digital branding. They have one of the richest brand experiences online, which connects with customers all over the world. One of many incredible success stories is their 'Make it Count' campaign. (Ignite Social Media 2012)



### PERSONAL BRANDING

Personal branding is about you. How you build your personal brand and how you build reputation. (Wheeler 2013, p. 6-8). LeBron James has been both the poster boy of basketball and the villain. He has shown how to grow a personal brand and also how to make it less valuable. What we can learn from him is if you have bad news, deliver them in private, if you screw up just apologize and move on and in the end it is the bottom line that matters. (Fastcompany 2011)



### CAUSE BRANDING

Cause branding is about regulating your brand with a corporate social responsibility or charitable cause. (Wheeler 2013, p. 6-8). Ben and Jerry's partnered up with Cone to help them celebrate the legalization of same-sex marriage in Vermont with their symbolic renaming of their ice cream flavor "Chubby Hubby" to "Hubby Hubby". (Cone 2012)



### COUNTRY BRANDING

Country branding usually involves a whole country or a large part of one. Its main goal is to attract tourists and new businesses. (Wheeler 2013, p. 6-8). In 2011 Peru decided to rebrand their country with the help of FutureBrand. The positioning of their new brand was based on three foundations; multifaceted, specialized and captivating to reflect the countries unique culture and natural standpoint. (Underconsideration 2011)

*Image 6. An office with the new brand signature. (Ideapark 2013)*

*Image 7. Poster from Nikes 'Make it count' campaign. (Sport Locker 2012)*

*Image 8. Image of LeBron James at a Heat game. (Chris Brockman 2011)*

*Image 9. Ben and Jerry's Chubby Hubby flavored ice cream. (4 bp 2010)*

*Image 10. Touchpoint application of Peru's new brand. (Coloribus 2011)*

## BRAND IDENTITY

If we compare a brand to a human being the face represents the logo, the hands the stakeholders, the heart the promise, the organs the core (vision, values, strengths, weaknesses, strategies etc.), the clothing the touchpoints and the feet the physical organization. Brand identity is the body, mind and soul. It gives you the ability to see, smell, hear and touch. Brand identity unites every element of the brand together to a single unit. (Wheeler 2013, p. 4-5)

Each picture is an element of brand identity. Whether it is a person such as Steve Jobs, a simple package design from Murray's Superior or a product design by Nike. Every element is important to enhance the brand.

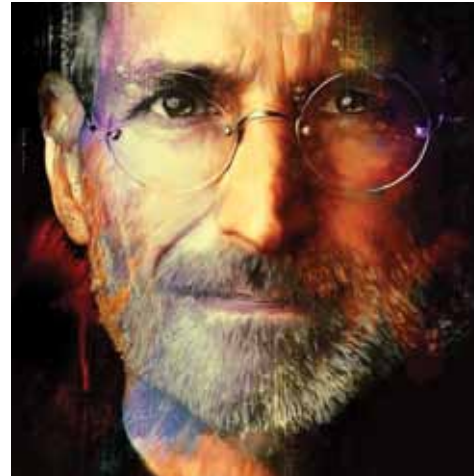
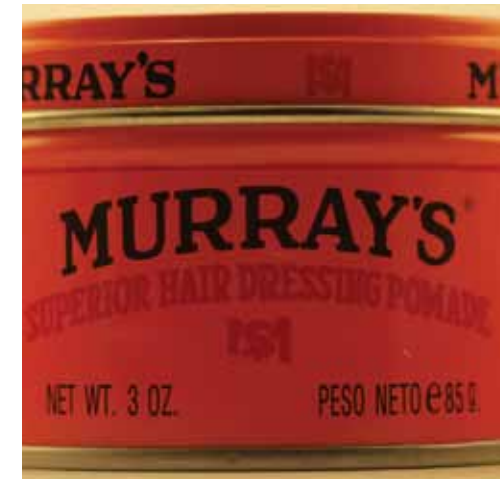
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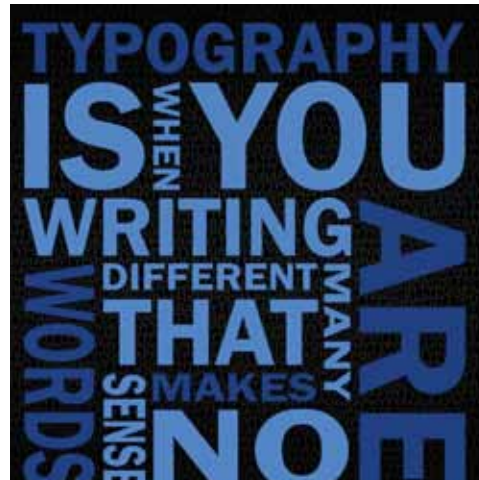
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- Image 11. An apple storefront. (Tropico station, 2011)*
- Image 12. A portrait of Steve Jobs. (Wall convert, 2011)*
- Image 13. Murray's superior packaging. (Navymoos, 2011)*
- Image 14. A Fanta can. (Wikimedia, 2011)*

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- Image 15. Product design by Nike. (Pineapples in champagne, 2013)*
- Image 16. Starbucks coffee sign. (Saving money into ledo, 2012)*
- Image 17. ESM businesscard (Design studio MV, 201)*
- Image 18. Typography by Wellgraphic. (Deviantart, 2010)*
- Image 19. Web design by Mixd. (Mixd, 2014)*
- Image 20. Mc Donald's restaurant. (Mcdonald's, 2014)*
- Image 21. Yahoo logo. (Metro, 2014)*
- Image 22. Nike products. (Iamnikij, 2011)*





# BRAND IDEALS

Brand ideals are essential whether you are rebranding an organization, creating a new product or service or starting a new company. These ideals are necessary throughout the whole process. Everyone wants to be the best, these ideals may help you get there. (Wheeler 2013, p. 28)

## VISION

Regardless of the size of the company or the nature of its business a vision is a must. The organization needs a vision that everyone can follow. It needs to be effective, passionate and well articulated. It is ultimately the leader who is responsible to make sure this vision is spread throughout the organization. A great vision and leader is the best foundation and inspiration for a successful brand. It requires courage to have a unique and inspiring vision. Do not be afraid, take the step towards the future. (Kouzes & Posner 2007, p.20-35)

## AUTHENTICITY

It is important to not just know who you are but to act accordingly. You need to be truthful to your customers. Do not be someone you are not. If you know who you are and what you stand for you already have a competitive edge. It is also crucial that your brand expressions are relevant to your organization's vision, mission values, personality and culture. (Wheeler 2013, p. 34)

## ENGAGEMENT & INTERACTION

To succeed today you have to engage your customers to enable them to be creative and in the end be loyal to your brand. Do not be afraid to invite your customers to take part in your creative process. Almost everyone is able to connect to interactive networks and every customer with an idea is an important customer and can become one of your brand ambassadors. Instead of driving the marketing by yourself, engage your customers to market with you. To succeed you cannot rely only on your collective assets such as color palettes, typography, taglines and logos. They are an important aspect of your brand but to succeed and remain a competitor in the long run you have to remember a brand requires self-expression, reinterpretation and personalization. A brand has to have a promise and live up to that promise. The promise will shine through your brand assets as long as that promise is genuine. (Baer 2008, p. 8)

Build conversations with your audience, let them have some control of your brand and ask them to share their ideas. If you manage to make your stakeholders brand ambassadors they will spread the word about you and all the work they do for you is more credible than you could ever imagine. Embrace this collaborative environment and take advantage of it. (Baer 2008, p. 8)

Without constant interaction the trust between you and your customers will fade away. It requires genuine interest in your customers and their thoughts. Organizations have to adjust their websites to the customers. We live in a world full of collaboration and the website has to work as a community, where interaction is possible! (Baer 2008, p. 8)

## COLLABORATION

Today collaboration is directly related to the level of success. It is not just about sharing ideas and creating together. It is also a tool for research. You can use it to optimize your brand by looking at your customers' generated media. You can find important and qualitative clues on how to improve your brand. Instead of working against the flow, join it. No one has all the right answers and that is fine. Accept it and be open to ideas from others. Let your customers come to their own conclusions, and take part in their journey. A brand with one united idea and several different expressions is a whole lot better than a "museum brand" that you can see but not touch. Remember even though you give your customers power, you are ultimately the one who asks for the content you need and you choose what do with it. (Baer 2008, p. 9)

## DIFFERENTIATION

A key ideal is differentiation. Today consumers have an infinite choice. There are thousands of different brands with similar products. You have to express your unique brand. It is not enough just being different, show it and make them believe in your brand. Showcase why you are the right choice for them. (Wheeler 2013, p.

## SUBSTANCE

It is important to have a personal style, but remember a brand needs substance. If you want your customers to create and engage in your brand you need a great idea. Forget about rules, give them the tools and vision and you will receive amazing results. If you lack a meaningful and relevant idea, it does not matter how great your brand guidelines are, it will not help your customers to think creatively. (Baer 2008, p. 9)

## STAKEHOLDERS

Stakeholders are people, communities and organizations who influence and connect to your brand. These can be found both internally and externally. Employees, board of directors and managers are examples of internal stakeholders. External stakeholders are for example customers, suppliers, competitors, media and partners. It is important to discover and acknowledge your stakeholders' needs, behaviors and characteristics to fully utilize your brand. (Baer 2008, p. 9)

## NUMBERS

Numbers are important; the trick is to look at them in a different way. Usually numbers are associated with for example followers on Twitter or amount of clicks an ad had. A customer who spends time researching a brand, and then creates something for that brand has had more than just a brand impression. It gives them excitement and a feeling of being part of something bigger. They cannot wait to show their work to friends and family, meaning they are also taking care of the distribution. This is what you should look at and this is what makes your brand successful. Generate ideas and competitions where you can engage your customers to create and collaborate. (Baer 2008, p. 9)

## DECODED - JAY-Z & BING

Due to long-established, habitual relationships with Google, Microsoft's search engine, Bing, suffered from perpetually low penetration and relevance with influential audiences. To help break the Google habit, Droga5 sought to create an actual product demonstration of Bing's benefits that would catapult it into culture. Identifying the launch of Jay Z's autobiography, Decoded, as the perfect partnership opportunity, Droga5 created an interactive game experience that put every page of the book in a different location, based on the content of the page. Bing allowed fans to discover the book in real-world locations and try to be the first player to compile it. The campaign created a media value two times the investment, generated nearly one billion media impressions and increased Bing's market share to the highest percentage since its launch in 2009. (Droga5 2011)

Jay-Z, Bing and Droga5 created something amazing. A campaign that was unique without a doubt, engaging customers, differentiating it from the competition and gave everyone around the world a unique experience.



- Average time a person spent on the campaign's landing page was 11 minutes.
- Bing got saw an 11.7% increase in visits to their search engine which finally tipped them into the Top 10 of most visited websites in the world.
- The campaign yielded 1.1 billion media impressions
- Jay-Z's Facebook page grew by 1,000,000 fans
- Jay-Z's book, Decoded was on the best seller list for 19 straight weeks.
- Every major news channel and newspaper covered the campaign.
- Large numbers of people started using BING for search and mapping over Google
- This campaign became part of popular culture for an entire month. (Casestudies online 2011)



Image 23. These pages were spread all over the world where different events of Jay-Z's life took place. E.g. Gucci made a custom jacket stitched with a page and a page a bout big pimping covered the bottom of the Delano pool. (Freshnessmag 2011)

THE SEVENTH  
CIGARETTES • CANDIES • ICE CREAM • COLD CUTS

THE  
Best  
DJ

in the  
US OF A

JAM MASTER JAY  
1965-2002



Image 24. A Cadillac wrapped with pages payed respect to the birth place of New York hip hop. (Freshnessmag 2011)

## FUTURE STEPS

A brand requires long-term commitment and engagement. There is a bigger picture you need to look at. Whatever situation you are in remember a lasting brand will increase customer range, value and most importantly a trustworthy brand. (Wheeler 2013, p. 20)

It is important to think about the future brand. How would you like to evolve or change? Do you want to start over from the beginning, to make sure your brand is communicated throughout the organization or do you want to continue on what you currently have? The following scenarios have three different ways to approach the branding process, but in the end have the same goal, to become the most recognized brand of entrepreneurial education in Croatia and the region.

For Education Group Zrinski the most suitable and efficient scenario is internal rebranding. They have a good foundation (more information in part 2) to rebuild their brand on. They have enough internal resources and knowledge (with the help of Robert) to make sure this will be a success.

## NEW BRAND IDENTITY

This scenario is about a steady change in the right direction. The point is to go back to the basics and rethink the whole brand. This requires high engagement from the whole organization and there has to be an assigned team including management, IT and the marketing department. This means there will be a new strategy and that new strategy has to be tailored together from the business, brand and digital strategy. After the strategy and the brand is focused in the right direction, decisions about the visual identity can begin. Ultimately creating a new brand identity. (Brand gap)

Important tasks:

- A team consisting of management, IT and marketing
- A new strategy and core identity
- A lot of research: External customer/partner survey, internal employee survey, brand management, future plans, workshop: strategy/identity

Strengths and weaknesses

- A slow and long process
- Requires a lot of resources
- + An authentic brand
- + Unified brand message (every institution is a part of the process)
- + Internal knowledge about brand and brand management

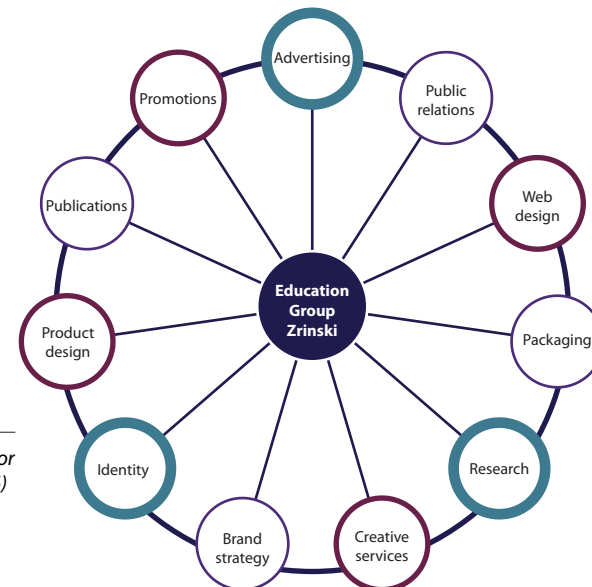


Image 25. Illustration of the process for 'New brand identity'. (Neumeier 2006)

## INTERNAL REBRANDING

This scenario is about direct change. You will use an internal approach on creating your brand identity. The basics stay the same what goes for strategy. In this scenario there has to be a core branding team that will manage the brand and build the new visual identity. This team consists of a representative from the management, IT and marketing department. The team will work on a regular basis to create the new identity and build brand guidelines to manage the redefined brand. (Brand gap)

### Important tasks:

- Create a core brand team
- Research on branding and brand management
- Workshop: Current strategy analyzation and future brand strategy
- Brand management: New guidelines

### Strengths and weaknesses

- + Requires less resources than scenario one
- + Internal brand management
- + Knowledge about branding and brand management
- + Faster process
- Result depends on time and internal resources spent on the process

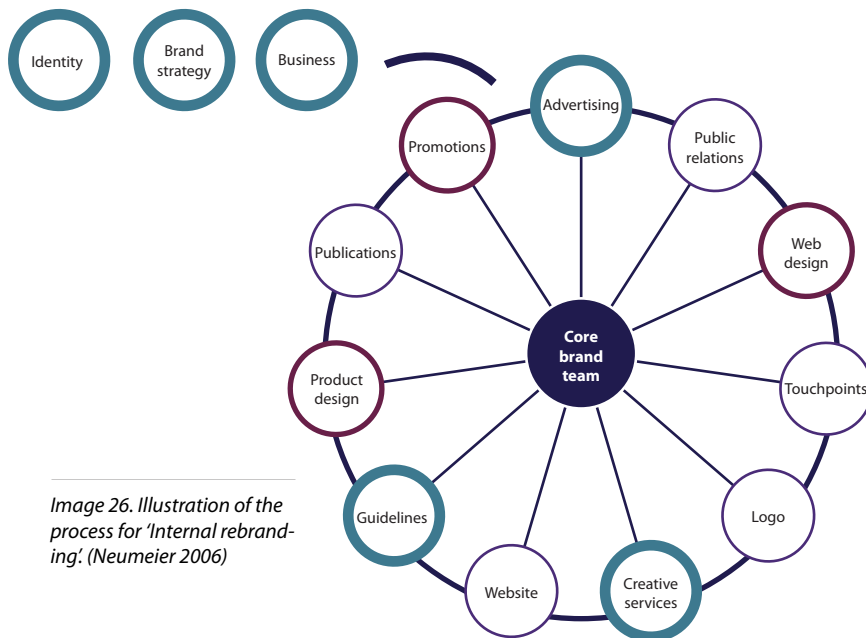


Image 26. Illustration of the process for 'Internal rebranding'. (Neumeier 2006)

## REBRANDING WITH EXTERNAL HELP

This scenario is about direct rebranding. You feel your strategy is communicated well and it is where you want it to be. You want and need an immediate change right away. This requires a collaboration with a marketing/branding agency. You still need to establish a core brand team that will work closely with the agency in creating the new visual identity. (Brand gap)

### Important tasks:

- Close teamwork with the external agency
- Clear vision for the future
- A core brand team

### Strengths and weaknesses:

- Important to find an agency that understands your organization
- Requires a lot of resources (money)
- + Fastest way to rebrand your organization
- + With the right agency, results could be amazing

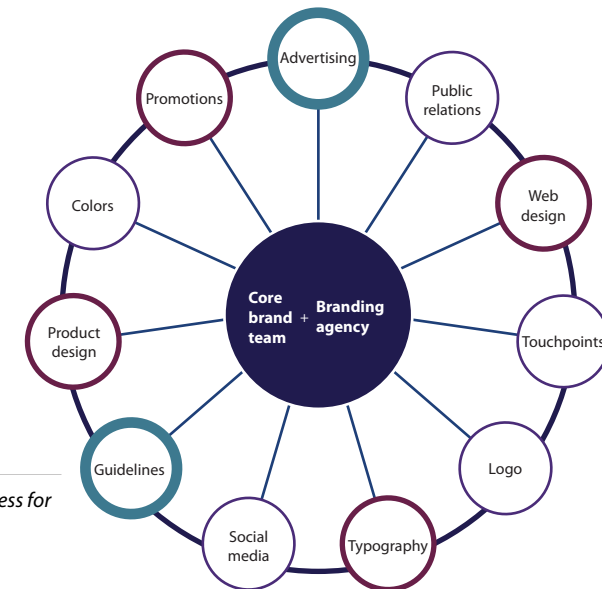


Image 27. Illustration of the process for 'Rebranding with external help'. (Neumeier 2006)

PART 2

CURRENT SITUATION

# STRATEGY

There are different situations where it is necessary to clarify your brand strategy. If your company does not have a brand strategy it is most important a new brand strategy is created. Some companies have a great foundation for their brand strategy and what they need is a clearly defined brand strategy. Other companies might have a brand strategy created, but they just need to redefine it. (Wheeler 2013, p. 132)

Whatever situation a company is in, this stage is about analyzing current strategies, discovering new possibilities, simplifying strategies and bringing clarity to the brand. It is important to think beyond the digital strategy to strengthen the brand. Remember to use rational thinking combined with creative intelligence and you will create something that others will not. (Wheeler 2013, p. 132-133)

Today customers are living in a seamless hybrid world where they interact both offline and online during their days. This is how they interact with your brand. Offline and online experiences entwine with each other every day. Realizing this is your starting point. Interbrand conducted a survey of 672 companies across 10 business sectors to get a picture of the state of digital strategies in business today. The research showed that 56 % of companies that are digitally active do not have a social media policy. While 68% of these companies believe they are ahead of their competition when it comes to their digital strategy. Just going on your gut feelings on something as big as digital and brand strategies can be a destructive force to your company, and can ultimately destroy your brand. It is important to go back to the fundamentals, the value of the brand. To measure the value of your brand you need to measure your brand strength. There are 10 key components (next page) that can measure your brand strength which ultimately will create brand value. (Mancini 2011, p. 1)

Regardless of economic sector, size or scope, there are four essentials that every great digital brand strategy needs to deliver on. It starts from your internal organization. Educating your staff is a key part of the strategy. Broadcast your brand, make sure the leadership is active with delivering the brand's fundamentals to the rest of the organization. When this is executed your staff will act as brand ambassadors and they will represent your organization consistently and accurately across every touchpoint they use.

When choosing touchpoints and media, do not be afraid to go beyond the usual social media channels such as Facebook, Twitter and YouTube. Find apps, ads and other online experiences that can enhance your organization. To find the right touchpoints and channels you need to be active and spend time and resources on it. Remember to always leverage the full potential of these digital tools.

Since there is no division anymore between the online and offline worlds it is important that your brand story connects with audiences in the same way. You need to build a seamless experience of your brand that fits every touchpoint of your brand from websites, apps, social media presence, online ads to billboards, broadcasts and brochures. It is important to make sure the brand experience fits your audience's reality.

It is all about loyal customers. You have to be able to change and drive behaviour. Which means you need to build trust between you and the customer. The best way to do this is to take advantage of your brand. You will engender loyalty and ultimately enable your organization to take control of a premium in the market-share.

Remember your digital brand strategy is like any other tool used in your organization. To have a viable digital strategy you need to integrate this into your larger brand and business strategy. Focus on your brand and believe that it can drive your business and your strategic thinking. This will give you results. (Young 2010, p. 50-70)

## INTERNAL COMPONENTS



Commitment throughout the organization, that the brand matters. You need to commit and focus your support on the brand in terms of time, investment and influence.



Knowledge and research about your brand's protection across different platforms such as scale, geographical spread, legal protection and proprietary ingredients and design.



You need to be responsive to market changes, challenges and future opportunities. You want your brand to constantly evolve and renew itself, this requires a sense of internal leadership.



Your organization has clarity and has defined what you stand for. Including values, positioning and propositions. It also includes clarity about your drivers, customer insights and target audiences. These are critical parts and it is vital that these are internally recognized and articulated. (Mancini 2011, p. 2-3)

## EXTERNAL COMPONENTS



Your brand is founded on an internal truth and capability. It has to be authentic. You have a defined heritage and a well grounded set of values. You can handle your customers' expectations and deliver against these.



Customer needs, desires and decision criteria across all relevant platforms, decisions and shared across the organization.



To ensure that customers perceive the brand to have a differentiated positioning, product or service distinctive from the competition.



Consistency across all touchpoints and formats. The brand has to have the same experience throughout every channel.



The presence of the organization is felt and it is positively communicated by customers both on social and traditional media.



The brand is recognized by the customers, and they possess knowledge and understanding of its distinctive qualities and characteristics. (Mancini 2011, p. 2-3)

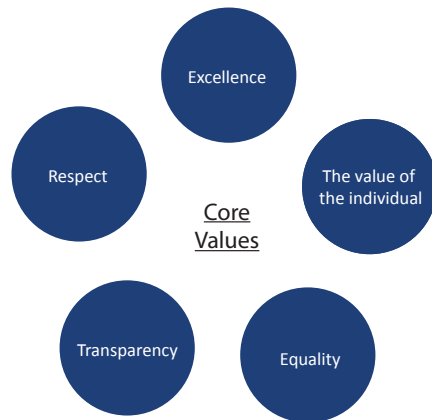
## CURRENT STRATEGY OF EDUCATION GROUP ZRINSKI

The Education Group Zrinski does not have an individual brand strategy. They have integrated their brand strategy into their overall strategy. Their current strategy has the basic information needed and the foundation is great. From this strategy they have the potential to redefine their brand strategy and brand.

**Vision:** Qualitative and innovative teaching processes to educate students for the practical applications of business knowledge, technical skills and business techniques and to become a regional leader in education for entrepreneurship at all levels of education.

**Mission:** With a modern educational approach they enable students with a high quality, economical education while developing their entrepreneurial competencies necessary to manage a business.

**Main goal:** Become the most renowned educational system in Croatia by 2015. Educates quality staff who gets continuous education for entrepreneurship. (Education Group Zrinski, 2013)

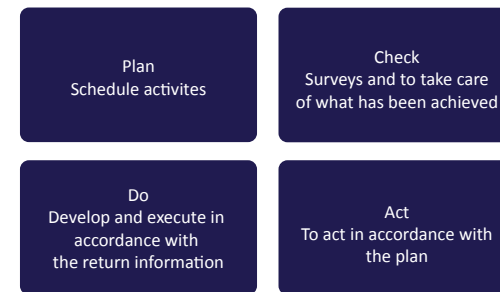


Employees are guided by these values to promote:

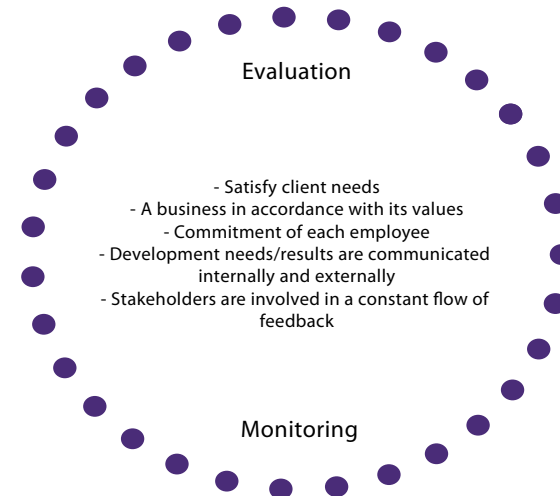
- Social responsibility
- Respect
- Teamwork
- Simplicity
- Efficiency at work
- Openness in communication
- Responsibility for the work done
- Work climate

## Continuous improvements and quality assurance

A key element in the strategy is the assurance of development and quality. This is conducted through qualitative and quantitative indicators, to ensure the correct measurements and improve their business. To ensure the implementation of key objectives, the development work, the quality and the competitiveness they use the PDCA cycle (Plan - Do - Check - Act). (Education Group Zrinski, 2013)

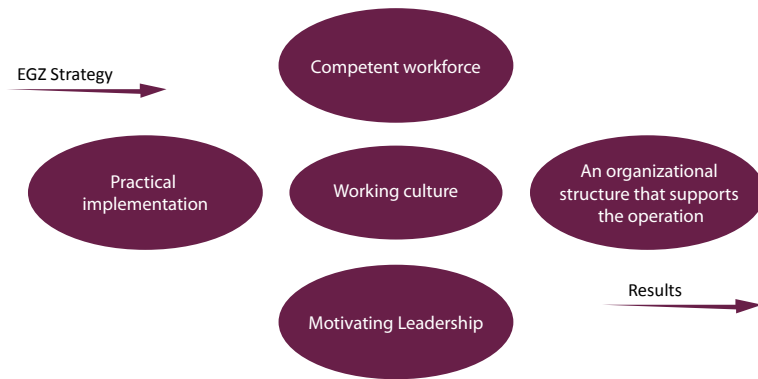


## Entrepreneurial learning:



Quality and competitiveness overview

Elements of high performance and competitive work in the Education Group Zrinski are as follows: Working culture, motivating leadership, competent workforce, practical implementation and an organizational structure that supports the operation. (Education Group Zrinski, 2013)



Monitoring and evaluation

The feedback system’s task (surveys) is to monitor, evaluate and develop the quality level of the work, education, and overall functioning system. (Education Group Zrinski, 2013)

Principles that drive them:



STRATEGY EVALUATION

Overall the strategy is well planned and there are several great tools to monitor performance, develop the business and increase value. The most important part that is missing or more hidden into the strategy is the brand strategy. This is one of the central problems to an inconcistent brand.

1. The current vision has a good foundation and is articulated well. It needs to be simplified. A vision has to be effective, striking and passionate. It is supposed to motivate and guide the organization and the current one is long and confusing.
2. Values are important for the organisation. It is the organizations way of working and what they follow. Right now there are “double” values. There are the core values and the values promotion. They need to be simplified and organized in another way to ensure clarity. The promotion of the values can be woven into the organizational culture.
3. A key part of the Education Group Zrinski’s strategy is the entrepreneurial learning. This is the foundation of the business model and it is important that it is reflected across the brand.
- 4-5. Great tools for the organisation. These need to be stripped down or elaborated on in another way for them to work in practice. It is important that the entire organization is aware of these tools and have the necessary information to use them.
6. Great principles for the organization. These are key ingredients to increase the motivation and work culture for the Education Group Zrinski. For them to work in practice, guidelines are necessary.

Image 28. Current values. (Education Group Zrinski 2013)  
 Image 29. Entrepreneurial learning describes their foundation of their education. (Education Group Zrinski 2013)  
 Image 30. Continous improvements and quality assurance is a managemenet tool. (Education Group Zrinski 2013)  
 Image 31. Quality and competitiveness overview is a process. (Education Group Zrinski 2013)  
 Image 32. Principles that drive us, are guidelines for their organizational environment. (Education Group Zrinski 2013)

## CORE PROBLEM

After the initial research, current strategy analyzation and strategy meeting we came to the solution that it is the foundation of the brand that is the underlying issue.

They need a brand strategy and the brand is out-of-date. Internal and external opportunities have to be recognized and utilized to increase their brand value. The brand has to be in alignment with their strategy.

Inconsistency is a huge part in making or breaking a brand. Currently the brand is inconsistent throughout its touchpoints. This results in a brand with a lower value and it is hard to recognize it.

The decision making process is currently using up unnecessary recources. It is complicated and slow. This results in a slow work process and material (mostly marketing) may end up with an inconsistent message. There are too many individuals influencing the final decision concerning marketing and brand engagement.

To fully engage the brand with the customers, the brand strengths need to be recognized, measured and utilized accordingly. This can be done using different tools, the key is to find the right ones for the organization.

As explained before a high level of engagement is more important than ever. More importantly in the education sector this is crucial. Depending of the level of engagement it will enrich the digital and physical presence of the brand. It is also one of the most important aspects for successful word of mouth and engeagement will create loyalty between you and your customers.

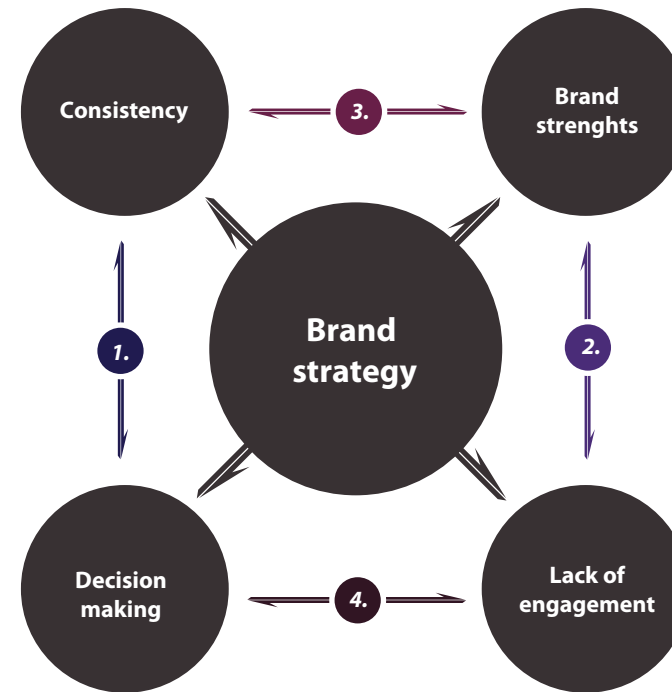


Image 33. An illustration of the core brand issue and how different indicators play an important role for the system of the brand. (Lindell 2013)

1.

Four individual institutions with personal decision makers with different visions will prolong the marketing/branding process. This directly reflects on the inconsistency across the brand's touchpoints.

2.

Without recognizing and utilizing the brand strenghts it is difficult to increase the engagement.

3.

When the brand strenghts are not recognized the brand cannot be utilized accordingly and the brand message will be inconsistent. This will impact the brand value.

4.

With different visions and decision makers the process is prolonged and it will directly impact the level of engagement.

## STRATEGIC SOLUTIONS

To ensure a promising future and a durable brand you have to reform your current strategy and brand strategy. Key areas to focus on are clarity for the organization, commitment to the future, a differentiated brand, a wide presence and a consistency across the brand.

### Clarity

To enable stakeholders to act as brand ambassadors you need internal and external clarity. The foundation of the brand has to be redefined, including vision, mission, values, customer insights and target audiences. The organizational structure needs clarification. Who are the key decision makers and how will decisions be made? To ensure clarity across the whole organization the redefined brand has to be shared across the organization.

### Commitment

To enable the brand to grow there has to be a certain level of commitment. There is a need for a dedicated digital media group and their main objective is to increase the brand presence. This can be done by internal knowledge sharing. The digital media group can schedule monthly meetings for discussing the overall progress of the brand and their own knowledge and experience regarding brand management.

### Differentiation

The redefined brand will differentiate the organization from its competitors. Regular competitor audits are necessary to stay distinctive. These play an important part in the brand's progress and future.

### Consistency

You need clear guidelines for the brand to ensure a consistency across every touchpoint. This is crucial for creating loyalty and creating a better brand experience for your customers.

## Presence

To increase your customer reach and establish a leading position in the market sector you need a wide brand presence. New tools, activities and touchpoints are required to ensure this. To further establish a comprehensive presence the following tools, activities and touchpoints are a possibility:

- Active engagement in SEO/marketing
- Mobile version of your website
- Customer-focused online community
- Active social media and microblogging
- Active video/presentation marketing
- Internal social media policy
- Employee intranet
- Online blog



# BRAND IDENTITY

A brand identity encompasses a unique visual language that will express itself across all applications. Regardless of the medium, the applications need to work in harmony. The challenge is to design the right balance between flexibility of expression and consistency in communications. (Wheeler 2013, p. 144-146)

A brand requires a unified, consistent and unique message across all medium, regardless the business. Brand consistency will ensure stakeholders receive the same brand experience, wherever they come in contact with the brand. This cannot be left to chance. Through carefully tailored guidelines you will create a consistency across every medium, which will also bring value to the brand. Guidelines need to be defined and simplified. Too complex guidelines may result in a mixed message. To ensure a consistent message and a clear brand identity you need to review the touchpoints, cascade down, make things simple, consider delivery, limit options and audit regularly. (Wright 2012)

## REVIEW TOUCHPOINTS

Choosing the right touchpoints for your business or project is not a walk in the park. Understanding the potential of each touchpoint is important. Time and resources need to be invested in research to make sure you find the right ones for your business. Whatever you choose make sure your message gets delivered and remember to think about the future. You may need to review these again. (Wright 2012)

## GOLDEN GUIDELINES

You need to take control and ownership of brand guidelines. It is important you can focus it down to implementers. Explain the importance of upholding these brand guidelines or things will simply not get done the right way. Give them relevant information that every audience in the organization can interpret. This will be a continuous process since the organization will keep evolving, new staff will join and the business will keep on growing. Simplicity is golden. Make your brand guidelines as simple and understandable as possible. Explain them in a clear manner to whom they are important and make sure the message got through. Take time and let people question them and be curious about them.

Consider which way to communicate your guidelines. Today this can be done through several different channels such as PDF, intranets, online communities et cetera. When communicating them the first time, do it face to face. Let them know where these can be found and make sure they have your support if needed. To ensure guidelines are followed be clear which parts are fixed (cannot be changed) regardless the material being made. These are for example colors, logo and fonts. Also be clear which variables are not fixed. These can be pictures, images or other material. The fixed variables have to be easily obtainable by anyone. (Wright 2012)

## CONSISTANT MESSAGE

Create and refine a precise and finely tuned message for your products or services. Keep this message across all touchpoints, and never change it. If you keep changing your message, the message itself never has time to really take hold in the mind. When creating a message keep in mind frequency, consistency and relevance. (Donnelly 2010)

## DIFFERENTIATION IS KEY

Whether you are in a flooded marketplace or not, you will always have a chance to stand out. If we look at water, for example, who thought you could brand water, since it is all the same. Take a look today in your supermarket's shelves and see how many different brands of water there are. You need to be creative with your approach, and remember do not be narrow minded because today's consumers expect more, they expect a certain level of innovation and customization. (Donnelly 2010)

## OVERALL PERCEPTION

Maintaining a brand perception is important. It covers many parts of the brand, from visual presentations and packaging to stores where the products or services are sold. To ensure that this perception is kept across every touchpoint you need to monitor it. This can be done through social media or other tools. With social media you can stay in touch with your customers and make sure your brand image is on the right track. (Donnelly 2010)

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*Image 34. Bottom. Goughs brand identity. (Diagram creative 2012)*

*Image 35. Top left. Miloby brand identity. (Miloby 2013)*

*Image 36. Top right. Gorilla system brand identity (Deviantart 2012)*





## CURRENT BRAND IDENTITY

When it comes to design it has to communicate directly with a certain group of people. While the message has to be clear, it should not be obvious.

When creating a visual program for any purpose remember there has to be a certain level of clarity. There has to be a connection between imagery, typography and color. Communicative images can establish and increase a program's visual tone and value. (Buldeman, Kim & Wozniak 2010, p. 10-11). Education Group Zrinski's current brand identity (visual) has a simple and strong foundation. They have a primary color, distinctive typography and a simple logo. The main issue is the outdated identity. Compared to their competition's brand and visual identity they have slipped behind. It has to be unique, authentic, simple and adaptable to ensure a distinctive brand identity.



Image 39. Education Group Zrinski's current visual profile. Including logo, typography and marketing material. (Education Group Zrinski 2013)

## COLOR



Because color gives emotional quality to the mark a wrong choice of color can drag down a brand. Time and research is essential in finding the right color for your business. It has to work in several different colors depending (black/white/color) on the application. It needs sophistication, legibility and it has to be fresh. The most important aspects are consistency and meaning. You will encounter packaging, websites, different environments and if you cannot ensure consistency, you will end up confusing the end user. Especially red is a very warm color and it is associated with technology, food, cars and agriculture. It symbolizes energy, attention, royalty and aggressiveness. (Budelmann, Kim & Wozniak 2010, p. 14-19)

The current color is adaptable and applicable in different colors (black/white/color). The main issue is the colors do not match across the different digital and physical applications. There is an inconsistency of the base color. Regarding your business and your wide range of education, projects and cooperations there is a need for diversity. One base color is not enough. To differentiate yourself and your institutions from each other, four base colors are needed. This will also automatically give you resources to differentiate your brand from the competition.

## TYPOGRAPHY

### FF Meta pro collection

---

a b c d e f g h i j k l m n o  
p q r s t u v w x y z

Aa Ee Rr  
**Aa Ee Rr**

Same goes for typography as for color, flexibility and consistency are crucial aspects when choosing your typeface. Pick the right kind of typeface to imbue your brand with the right feeling. If this is not obtained you will end up with an inconsistent message across your applications. Your typography will add another dimension of meaning and give your brand a cultural context. When choosing a typeface it is important to test its legibility. Try it on a wide range of applications. The typeface has to work on smaller and larger scales. The first step is to figure out if you are going to use a sans-serif font or a serif font. The difference between these two typeface families is that serif fonts have these so-called serifs at the end of the strokes and sans-serif does not. In print, sans-serif typefaces are often used for headlines and serifs for the body text because the serifs help guide the eye through blocks of text. Sans-serif fonts are a younger typeface family and today they are often used in the digital sphere.

(Budelmann, Kim & Wozniak 2010, p. 44-49)

The FF Meta pro collection is a quite young typeface released in 1991. It works well in smaller and larger scales and it works great for both print and displays. The font is designed by Erik Spiekermann. He wanted the FF meta collection to be a "complete antithesis of Helvetica", because he found the font "boring and bland". (Wikipedia 2013). This reflects your own story with your modern approach to education. There is a need for change in the education system and you are embracing that change. With a single typeface it is hard to obtain a high level of flexibility. Another secondary font for body text is needed.

## NAME

### Education Group Zrinski

Innovation and development center Zrinski

Private Grammar and Economic school Katarina Zrinski

Open University Petar Zrinski

University College of Economics, Entrepreneurship and management Nikola Subic Zrinski

Choosing the right name for your business is important. A clear and strong name with a straightforward typeface will add immense value to your brand and will add raw material for your graphic identity. A name does not have to reflect the business straight up. Some companies choose a name that has a meaning and thought behind it to make it more interesting and unique. It is also important to think about the editorial style. Remember it has to reflect your brand. You need to make sure your names are suitable across all platforms and programs. (Budermann, Kim & Wozniak 2010, p. 50-53)

Since Education Group Zrinski has a new way of approaching education and because of their wide range of services it is important to differentiate themselves and to make themselves memorable. Their brand name 'Education Group Zrinski' works fine. It is rememberable, has a good length and it is workable. The problem lies with the names of the institutions. As you can see they are way too long, they are hard to remember and might confuse the customer. From a graphical point of view they are also hard to work with. Because of their length, they are hard to implement on certain applications such as business cards, large posters and generally areas where you have a small amount of space for type.

## LOGOTYPE



Essentially a logotype is a graphical representation of the brand. That is why it is most important to create a good foundation for the logotype. When creating a logo it is all about structure. The structure is the foundation for the logo. A great mark will always have a solid structural foundation because it will bring rhythm, flexibility, order, a natural balance, memorabilia and simplicity to the logotype and the brand. The primary shape of the logo becomes an identifier for the brand and it will create an immediate impact. Depending on how these shapes are selected and how they work together, they will either connect with the customer or they will not. Logos can also be used as storytellers. Your mark can portray an object or suggest a scene. If you can enhance the meaning of the mark you can create a personal connection between your customer and your brand. (Budermann, Kim & Wozniak 2010, p. 56-63)

The current logo is simple and adaptable. The problem is it is too simple and does not portray a bigger picture. It is not memorable and if you remove the typeface and let the shape stand alone, you cannot connect the logo's mark to the organization. Being an organization of four institutions it is hard for the individual institution to create a presence of their own and the logo does not represent the whole organization.

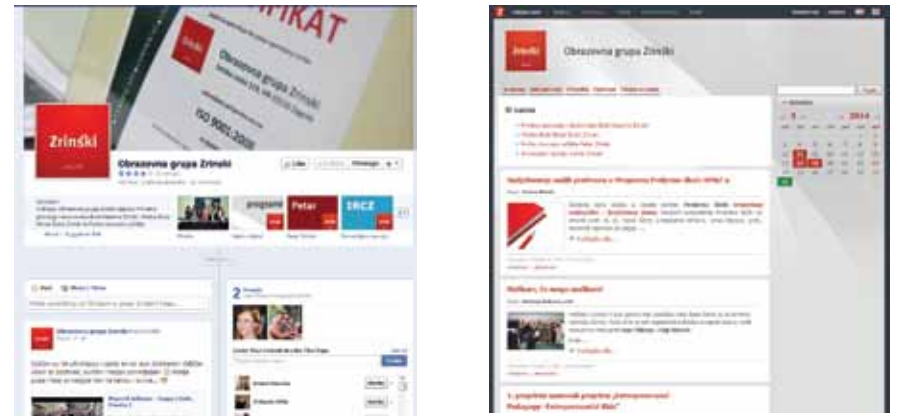
## IMAGERY



Images add power, clarity and immediacy to brand communication. It adds another level of meaning to the brand. Because of the evolution of online stock photography and photo-sharing it is more important than ever before to be original, personal and intriguing. Try to ignore the free images found laying around the Internet. Pair up with a photographer, illustrator or designer to add that unique mark to your brand. (Budermann, Kim & Wozniak 2010, p. 12-13).

Your current imagery (ex. top) is stale, old and is not intriguing to the customer. You are an organization that educates people in an innovative and creative way for the future. The images have to reflect this message. They have to be fresh, intriguing and unique.

## WEBSITE & SOCIAL MEDIA



Creating a digital brand presence, the same basic design principles are as relevant as they are for a product or package design. Additional elements such as motion, time, sound, affinity and the entire customer experience are essential to create a unique brand experience. After the social media bubble exploded it brought a whole new aspect to customer experience and digital branding. It made it possible for the brand to engage with the customers on a whole new level. These new platforms have offered new options for gaining customer mindshare and loyalty. This also made it more important than ever before to have a consistency and clarity across every touchpoint, platform and media. You also need to understand how to interact in a social environment. It is all about communication, sharing and collaborating with your customers. Give them responsibilities, let them be a part of your journey and in change they will add value to you brand. (Budermann, Kim & Wozniak 2010, p. 100-103 & 116-121).

The foundation of their current digital presence is good but the problem is it is out-of-date and old. It has to be restructured and the whole digital brand experience has to be reconsidered. The website is confusing and hard to navigate. The brand experience is close to none and there has to be an increased level of engagement.

# COMPETITIVE AUDIT

A competitive audit examines the competitor's brand, identity, key messages and brand impressions. The most usual way to gather insight about your customers is through the Internet. But don't stop there. If you have the possibility try to engage with their brand on different platforms and use different methods. (Wheeler 2013, p. 126)

To identify the Education Group Zrinski's brand, weaknesses and strengths compared to their competition a competitive audit was necessary. The competitive audit was broken down into three key areas: introduction, company profile and touchpoints. It is important to have a structure for the competitive audit. It will help you when gathering insight. (Wheeler 2013, p. 127)

## INTRODUCTION

The introduction is important for any organization whatever business they are in. With a well-written, interesting and unique introduction to your organization you can attract customers. The introduction will also give insight into their first brand impressions. (Wheeler 2013, p. 126-127)

## COMPANY PROFILE

The company profile identifies their brand and identity. This area is divided into ten smaller sections including mission, brand personality, taglines, colors, descriptors, domains, resemblance to client and a swot.

Mission and brand personality are important to gather insight about the competitors' personality and what kind of culture they have. The brand personality will also give an overall impression of how the brand is perceived. The tagline is a way to give a short, direct and memorable statement about the organization and the color scheme helps to differentiate the Education Group Zrinski from the competition.

Descriptors will add important insight into the competitors' focus. What they focus their marketing on and how they emphasize their education, business and projects. The domains are important to recognize if the organization connected their domains to the same brand.

Resemblance to the client is crucial to gather insight into similarities including education, business approach, identity, projectwork and partnership. This kind of information will help build and steer the new redefined brand in the right direction.

The SWOT analysis is also an important part of the process. It helps focusing on the right things e.g. what you want your key message to focus on and how you will differentiate yourself from the competition. (Wheeler 2013, p. 126-127)

## TOUCHPOINTS

The last area focuses on the competitors' touchpoints. There are endless touchpoints that could be analyzed and the focus in this competitive audit lies on online touchpoints. The target market is mostly students and to obtain a wide reach you need a strong online presence. The focus is directed on the competitor's website, Facebook and Twitter. (Wheeler 2013, p. 126-127)

## COMPETITORS

In this audit nine competitors were analyzed. These were the following competitors: Zagreb school of economics and management, VERN - university of applied sciences, University of Zagreb - faculty of organization and informatics, College of Agora, Algebra university, Public open university Zagreb and Sintagma - consulting service.



Image 40. An illustration of the competitors logos. (Education Group Zrinski 2013)

*Image 41. Competition is important for markets to grow. Branding is the same thing as it is for a runner to get the right track. It will give you the extra advantage you need. (Khelnama 2012)*



## ZSEM - ZAGREB SCHOOL OF ECONOMICS AND MANAGEMENT

For ten years, the Zagreb School of Economics and Management has been educating Croatia's future business leaders, economic experts, marketing gurus, and innovative entrepreneurs. With more than a thousand graduates, around 100 lecturers, and 1,200 students, ZSEM is the largest private institution for higher education in Croatia. For the fourth consecutive year, French educational portal Eduniversal has rated the Zagreb School of Economics and Management to be the best business school in Croatia. Many facts speak of the excellence of our programs, including our outstanding employment statistics: namely, 74% of our graduates find employment at the latest four months after graduation. We place a special emphasis on assisting our students in finding employment through our Career Center, a rarity in Croatia. (ZSEM 2013)

Their approach is based on facts and they have a strong statement about who they are and why they consider themselves the best.

The mission of ZSEM is to transfer values, knowledge, and skills that students need for long-term success in a globalized business world undergoing constant technological and market transformations.

Their brand personality is very fresh and has a nice touch to it. It is interesting and draws the reader in. The brand is very professional while at the same time very personal with a focus on the individual. Even though it is one of the largest institutes in Croatia it still has a great focus on the individual.

I found the marketing material to be very professional and personal. Their communication channels had a united message with a fresh touch. It was pleasant to look at. The colors were a bit off, depending on which channel you evaluated.

**Taglines :** Best business school in Croatia

**Colors :**



### Descriptors

- Best business school in Croatia
- Economics
- Management
- Higher education

### Domains

- www.zsem.hr
- ssu.zsem.hr
- sz.zsem.hr
- 6sigma024.com

### Resemblance to client

- Best business school in Croatia
- Economics
- Management
- Higher education

### Strengths

- Highly regarded
- Honored awards
- Fresh & modern brand
- Network

### Features & Benefits

- Ranked No. 1 in Croatia
- First school to accredit AACSB
- Startup week
- Largest private higher education inst.

### Weaknesses

- Management of the brand
- Consistency

### Website

- + Fresh
- + Modern & interesting
- + Easy to navigate
- Slow & a lot of errors

### Social media

- + Coverage
- + Consistent

### Facebook

- + Activity
- + Responsiveness
- + Interesting news

### Twitter

- + Active
- + Followers

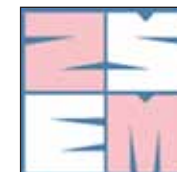
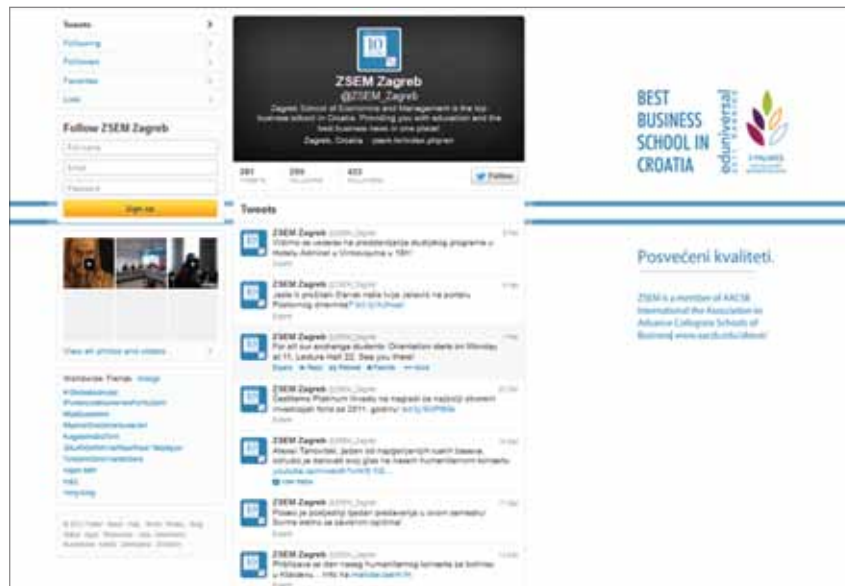


Image 42. A very modern and fresh approach. Their brand identity is interesting and has a great focus on the individual. (ZSEM 2013)

## VERN - UNIVERSITY OF APPLIED SCIENCES

In the perception of even an average consumer of Croatian mass media (television channels, national periodicals and magazines, as well as the most popular radio stations), VERN' undoubtedly takes position of the most prominent educational brand in the past several years. Such a status was realized, among other things, because of the methodical promotional strategy which has often included into the set of its promotional activities the forms that are quite atypical of classic institutions of higher education. From intensive advertising presence through TV-commercials, newspaper ads and radio jingles, through sponsorships and organising social events with good media coverage (professional gatherings, conferences, guest lecturers, concerts), organizing professional quiz-games in the business printed media, placement of promotional industry movies, promotions in high schools throughout Croatia, to the active, almost every-day communication with the media, VERN' has been finding ways to reach its target audiences by introducing quite new patterns of public presence of educational institutions. (VERN 2013)

A very upfront approach. Gives suggestions of a wide and powerful network. Their presence is very strong and straight forward.

The mission of VERN is to develop competencies of expertise, entrepreneurship and business-orientation by academic excellence and socially responsible entrepreneurial action, through the interaction, fulfillment and satisfaction

Their brand personality is fun, professional and exciting. It is fun to browse through their marketing channels and it was a pleasure to read about their past and future.

The marketing material has a professional look but it feels strict and old. The design is held back to such a point that it does not bring any life to the brand.

**Taglines :** The right time for a different education

**Colors :**



### Descriptors

- University of applied sciences
- Entrepreneurship
- Most prominent educational brand

### Domains

- www.vern.hr

### Resemblance to client

- Educational programs
- Mindset towards entrepreneurship
- Modern way of teaching

### Strengths

- One of the largest in Croatia
- Clarity to their brand
- Network

### Features & Benefits

- First private university of applied sciences
- Consistency across the brand

### Weaknesses

- Focus on the individual because of the large network of students

### Website

- + Design
- + Quality of information
- + Navigation
- + Up-to-date

### Social media

- + Active
- + Newsletter
- + Videoblog (Youtube)

### Facebook

- + Activity
- + Followers

### Twitter

- No Twitter



Image 43. VERN has a consistent entrepreneurial message across their touchpoints. They are modern and up-to-date and they are taking advantage of several different media. (VERN 2013)



## FOI - FACULTY OF ORGANIZATION AND INFORMATIONS

The Faculty of Organization and Informatics is located in the very heart of the town of Varaždin, overlooking the popular 'Corso', with the main entrance to the Faculty building also facing the main square. The stately baroque building makes for a setting imbued with history that is both vivid and rich while housing studies for technologies of the future. For education of students all the necessary infrastructure has been provided: well-equipped computer rooms, videoconferencing facilities, e-learning system, wireless Internet access on the entire Faculty premises as well as a newly refurbished modern library and reading room.

The Faculty of Organization and Informatics is an institution that reaches back nearly half a century, which is a comparably long tradition when modern technologies studies are concerned. Over the decades, the Faculty has been providing education to future experts in the field of implementation of information technologies. (Foi 2013)

Their approach is founded on their history and the importance of it. They bring together a message of great history with the technology of today.

The mission of of Foi is to conduct scientific research in Information and Communications Sciences as well as in other scientific disciplines that the Faculty's researchers are engaged in. These are performed within international and domestic scientific and development projects, leading to implementation in the process of instruction or transfer of knowledge into practice

To deliver unique accredited study programmes in Informatics, Organization and Economics at the undergraduate, graduate and postgraduate levels as well as those pertaining to lifelong learning. To encourage, organize and execute applied projects and transfer the existing and newly discovered knowledge to economy, public services and the society in general.

Their brand personality is vibrant and warm. Their brand is like a family who wants to take care of everyone and it encourages teamwork and respect.

The marketing material is very basic. Their brand identity does not evoke any real feelings. It is not unique and it is very inconsistent.

Taglines :

Colors :   

### Descriptors

- Organization and informatics
- Informations technologies
- High technology

### Domains

- www.foi.unizg.hr

### Resemblance to client

- Undergraduate studies in economics and entrepreneurship

### Strengths

- Known university
- History
- Network

### Features & Benefits

Social media

### Weaknesses

- Location

### Website

- + Organized
- + Personal
- Choice of information
- Lacks feeling

### Social media

- + Active
- + Followers
- + Consistency
- + Flickr & Youtube

### Facebook

- + Activity
- + External activity
- + Design

### Twitter

- + Active

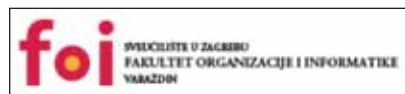


Image 44. A visual design with a lot of imagery. They have a lot of activity across their media channels. The design lacks feeling because of the fixed design. (Fol 2013)

## COLLEGE OF AGORA

In the first five years of Agora, they were developing a concept to verify the Open university Agora, a public organisation for permanent education and culture as a non-profit organisation, which happened in the end of 1997. In the next five years they were preparing the field for a new step – the founding of the Entrepreneurial centre Agora Ltd., for advising and consulting. It was founded in 2002 as a development project and support to the programme of measures of the Government of the republic of Croatia for stimulation and development of entrepreneurship in Croatia. Entrepreneurial centre Agora works in three different areas: for entrepreneurs – beginners from Zagreb and surrounding areas, for former, unemployed Croatian soldiers, and for the transitional employees of The Ministry of defence. (College of Agora 2013)

Their approach is different from their brand experience. They have a modern brand with a great story and captivating visuals. This introduction is dull and does not captivate the reader.

The mission of College of Agora is to implement the education of the highest quality and thereby to establish themselves as kind of an incubator of creativity in market-communication branch in Croatia and the region, in a type of a game of exchange and dialogue between companies, agencies and freelancers, our students and lecturers/mentors, we send all the groups participating in the dialogue the message - TAKE THE ROAD OF EXCELLENCE!

Their brand personality is interesting and meaningful based on their layout and story. You are captivated by their storytelling and it is fun to read about their history and future. They have a clear message of who they are and what they want.

I could not find any physical marketing material from their website, such as brochures or other forms of material. But overall they have a strong brand identity and it is visually appealing.

**Taglines :** The experience of the real world, an inspiring living mentor.

**Colors :**



### Descriptors

- Management
- Design and branding
- Communication
- Entrepreneurship

### Domains

- www.vsa.hr

### Resemblance to client

- Educational programs

### Strengths

- Brand
- Network
- Wide range of educational programs

### Features & Benefits

- Captivating history
- Known

### Weaknesses

- Expensive studies  
(4500 - 5200 € / semester)

### Website

- + Visual identity
- + Story
- + Interesting
- + Structure

### Social media

- + Story telling
- + Active
- + Range (Youtube, Tumblr and LinkedIn)

### Facebook

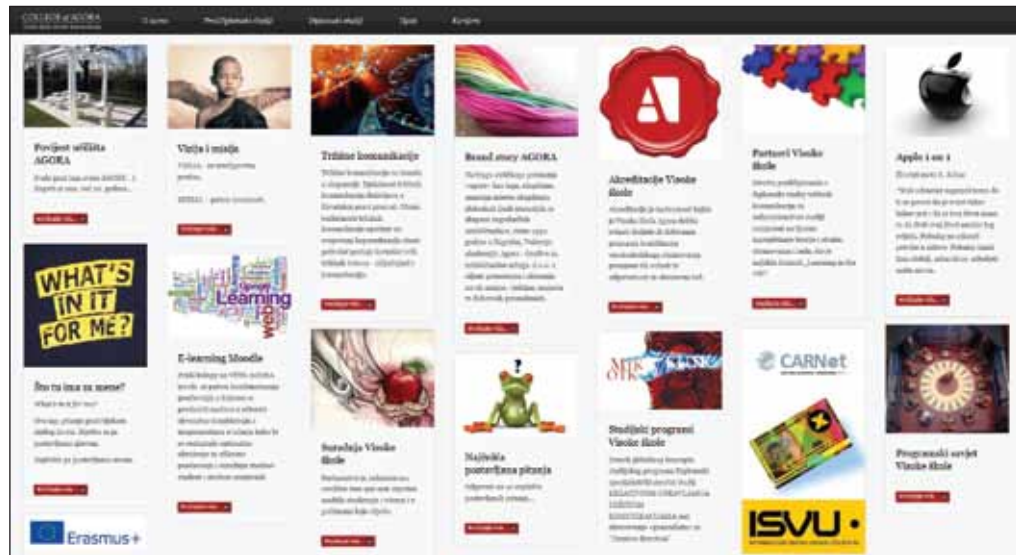
- + Activity
- + Design

### Twitter

- + Active



Image 45. College of Agora has a strong and visual brand. It's recognized across a wide range of applications. It's history and way of telling their story is appealing, combined with interesting imaginery. (Agora 2013)



## ALGEBRA UNIVERSITY

University College for Applied Computer Engineering, is a private university college, founded by Algebra Ltd, leading private IT adult educational institution in Croatia. University College for Applied Computer Engineering is the only Croatian university college that specializes in computing and has international IT certification included in its program.

To this end, UCACE holds Accreditation for undergraduate professional higher education program; Applied Computer Engineering with two sub specializations; System Engineering and Software Engineering. Program is accredited with 180 ECTS points, lasts for 6 semesters in total of 3 years and graduated students are awarded notion Bachelor of Applied Computer Engineering. (Algebra University 2013)

A very technical and information based approach. No sense of their brand or who they are.

The mission of University College for Applied Computer Engineering was established with sole purpose to organize and conduct professional higher education in the field of computing and ICT, as stated by article 9 of its Statutes. We at University College for Applied Computer Engineering are well aware of our responsibility in a wider social context and therefore through our work we actively foster education and especially one in the field of technical sciences, as a foundation to competitiveness growth and economic development of national economy.

Their brand personality feels very strict and technical.

Their marketing material is very modern, interesting to read and their identity is the same across most channels.

Taglines :

Colors :



### Descriptors

- System engineering
- Communication
- Entrepreneurship

### Domains

- www.racunarstvo.hr

### Resemblance to client

- Private university college
- Educational programs

### Strengths

- Leader in its field
- Modern brand

### Features & Benefits

- IT education
- Adult education

### Weaknesses

- Story
- Introduction

### Website

- + Simple
- + Navigation
- + Design

### Social media

- + Active
- Range of touchpoints

### Facebook

- + Activity
- + Design

### Twitter

- + Active



Image 46. Algebra University has managed to create a modern brand that is very appealing. Its great visual identity catches the interest of the reader. (Algebra 2013)

## PUBLIC OPEN UNIVERSITY ZAGREB

Public Open University Zagreb (POUZ) is the largest adult education/learning and cultural institution in Croatia. We offer to our students educational programmes, vocational training and additional training programmes, elementary, high school and secondary school programmes, cultural and publishing programmes, programmes of lifelong learning, development and international projects, as well as programmes of the University of the Third Age (U3A). (POU 2013)

A basic approach with only necessary information about the university. Does not wake any real interest. No personal information.

I could not find their mission on their website.

Their brand personality could be very interesting with the wide range of programs they offer but the brand is built in such a way it makes the whole thing boring and predictable.

I could not find any marketing material on their webpages.

Taglines : Education for everybody

Colors :



### Descriptors

- Vocational training
- Cultural institute
- Public univeristy

### Domains

- www.pou.hr

### Resemblance to client

- Educational programs

### Strengths

- Wide range of educational programs
- Network

### Features & Benefits

- Largest adult education in Croatia

### Weaknesses

- Lack of information
- Design

### Website

- + Imagery
- + Relateable
- + Color management
- Navigation

### Social media

- + Active
- Inconsistent

### Facebook

- + Activity
- Design

### Twitter

- No twitter

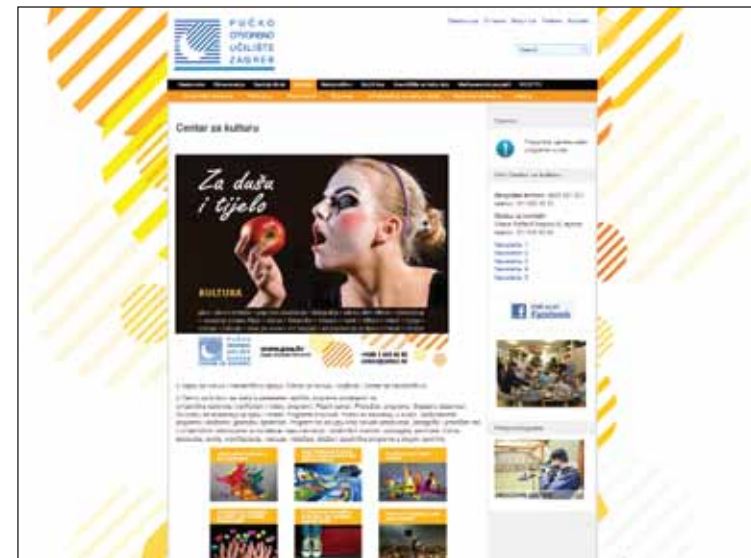


Image 47. Great imagery and color application on their website. Social media range is narrow and out-of-date. (PoU 2013)

## SINTAGMA - CONSULTING SERVICES

Consulting services aimed at local government in the economy sector; consulting services to entrepreneurship; counseling, education, making of investment studies, creating projects for pre-accession funds, creating Enterprise zone development programmes, creating strategic programmes of economic development and the implementation thereof; capacity development of associations, development of entrepreneurship, development of civil society (Sintagma 2013)

A very upfront approach. Gives suggestions of a wide and powerful network. Their presence is very strong and straight forward.

Their mission is to ensure quality and timely assistance to entrepreneurs to develop their activities and improve the overall economic community, ensure effective coordination of regional policy and local economic development and entrepreneurship in accordance with the needs and abilities of community, ensure quality implementation of development programs in the community, provide a link between local government and entrepreneurship, ensure quality education to all target groups of entrepreneurs, representatives of local governments in order to better development of activities in the field of action, inform local governments and businesses about the possibilities of using EU funds and to ensure quality training of potential users on the use of EU funds, ensure quality monitoring of the implementation of measures and activities established by the Strategic Plan of Economic Development

Their brand personality is reliable because they have a clear message about their consulting services and they have great partners to back them up. The identity is dull. It does not evoke any real feelings because of the brand identity.

I could not find any marketing material on their webpage.

Taglines : Consulting services

Colors :



### Descriptors

- Business education
- Management consulting
- Entrepreneurship

### Domains

- www.arr-sintagma.hr

### Resemblance to client

- Consulting firm
- Entrepreneurship
- Management
- Economics

### Strengths

- Experience & Expertise
- Range of services

### Features & Benefits

- Range of projects

### Weaknesses

- No ISO standards
- Out-of-date
- Team

### Website

- + Navigation
- Out-of-date
- Dull

### Social media

- Range of touchpoints
- Activity

### Facebook

- No facebook

### Twitter

- No twitter



Image 48. A weak brand with outdated touchpoints. No social media platforms in use and overall a poor visual identity. (Sintagma 2013)

# INTERVIEWS

Interviewing key stakeholders is an important part of the research phase because you want to gather qualitative insight. Interviews will provide personal and blunt data. (Wheeler 2013, p. 117)

Before interviewing key stakeholders it is important to go through the initial material handed to you, such as strategies, statements, business plans, reports, surveys etc. Understanding the fundamentals of the organization is important to set the tone for an important relationship.

To gain as much insight as possible it is recommendable to interview the management face-to-face and encourage them to be brief and blunt. Do not hand out any questions in advance. You want honest and insightful answers. Interviews should be between 30 to 45 minutes to ensure a qualitative interview. (Wheeler 2013, p. 117)

To ensure a wide range of responses and different perspectives, a wide range of stakeholders were chosen for the interviews. These stakeholders had different positions and work experiences.

These interviews will provide valuable information about the consistency and clarity of the brand. Are the key stakeholders on the same page or do they have a different opinion about the brand.

The interviews were divided into three phases: Core fundamentals, target market and future situation

## CORE FUNDAMENTALS

The first phase was focused on the core fundamentals of the brand such as their primary business, mission, goals and values. It is important the key stakeholders and the whole organization interprets the brand the same way. It is also a great way to start the interview with some lighter questions.

This will also provide insight about new employees, how they interpret the brand and if the management have provided the necessary information about the brand and its message to them.

## TARGET MARKET

In the second phase the target market was focused. It is important to gather information about current markets, important stakeholders, competition, competitive advantages and marketing.

To be able to redirect the brand in the right direction it is important to acknowledge the right market segments. To find out which are stronger than others so you know what to focus your resources on. Competition is always on the agenda. It is something that is a reoccurring process and needs identification. This also provided valuable information for the competitive audit. To understand each individual's fundamental view it is important to understand how they look at the organization. What do they see as their competitive advantages and why? This will give valuable insight for the future rebranding workshop.

## FUTURE SITUATION

The third and last phase focused on their future. How they measure success and development, where they will be in the future, what can hinder their success and how they communicate their brand.

It is important to make sure that the key stakeholders are on the same page regarding the future. If they are not, there has to be a change. They need to have the same vision to be able to encourage the whole organization to follow it. This will provide valuable insight on the consistency of their brand.

KEY STAKEHOLDERS



*Vitomir Tafra*



*Marina Nikolic*



*Ivona Pavelic*



*Mario Cvrtila*



*Antonela Simunovic*



## VITOMIR TAFRA

Vitomir Tafra is the founder of the Education Group Zrinski. The education Group Zrinski was founded 16 years ago. His current position is President of the Management Board of Educational Group Zrinski.

### CORE FUNDAMENTALS

What is the Education Group Zrinski's primary business?

*Education and training for entrepreneurship.*

What is Education Group Zrinski's mission?

*To provide the entrepreneurial competence on all levels of education.*

What are the 3 most important goals?

*To create competitive and competent entrepreneurs, constant development of educational methods for acquiring this competence, and to be the best educational institution for entrepreneurial learning in the region.*

What values and beliefs unify your employees and drive their performance?

*Teamwork, entrepreneurial spirit and quality in performance.*

## TARGET MARKET

### Who is your target group?

*Children of entrepreneurs, potential entrepreneurs and entrepreneurs themselves.*

### Who are your most important stakeholders?

*Ministry of Entrepreneurship and Crafts, Ministry of Science, Education and sports, Croatian Chamber of Economy, and Croatian Employment Association.*

### Who is your competition?

*High school: Benedikt Kotruljevic Economich School*

*University: Vern*

*Adult education: Open University Zagreb*

### What is your competitive advantage? Why are you better than your competition?

*Our competitive advantage is specialization in education for entrepreneurship on all levels of education that others do not offer.*

### How do you market your service and through which channels?

*Website, professional networks, word of mouth, fairs, Facebook and LinkedIn*

## FUTURE SITUATION

### Where will the Education Group Zrinski be in five years? Ten years?

*In five years it will be the best educational institution in the region (Western Balkans). In ten years it will be the best educational institution in the South-East Europe!*

### How do you measure success?

*We conduct surveys and have our alumni.*

### What are potential barriers that might hinder your success?

*Financial circumstances.*

### If you could communicate a single message about your company what would that be?

*If you want to know all about entrepreneurship, we are the right address!*



## MARINA NIKOLIC

Marina is the current marketing manager for the Education Group Zrinski. While working as manager of the marketing department she also conducts projects for the Innovation and development center Zrinski and holds courses in marketing for University College Nikola Subic Zrinski.

She has been working at the Innovation and Development center for almost 2 years and was assigned the position as marketing manager about 1 year ago.

## CORE FUNDAMENTALS

### What is the Education Group Zrinski's primary business?

*Primary business is education for entrepreneurship in every possible way. High school prepares students for entrepreneurship on high school level. University College for students, like higher education institutions. Adult education in Petar Zrinski. And IDCZ support institution to all these institutions.*

### What is Education Group Zrinski's mission?

*Mission would be to give appropriate level of education with high quality to all these three levels.*

### What are the 3 most important goals?

*Goals are connected with number of students/high school students. Every institution has their own numbers. It's all connected with financing. Goals are basically connected to the students. For the IDCZ it is connected with the number of projects we get.*

### What values and beliefs unify your employees and drive their performance?

*Main value and belief is teamwork. Without teamwork this wouldn't work. Flexibility is also a value or characteristic of us, and it's very useful since we all work in different jobs and positions within the organization. Also the understanding of other institutions. Beliefs are connected with the person and employees but I think we all believe in what we do. Every project we do at the IDCZ we believe it will be successful and that we will be able to succeed something new not just for us but also for our clients. Even since we are all very different when it comes to our personalities I think we still think in the same direction, I think we wouldn't be here if we didn't like it or believe in it.*

## TARGET MARKET

### Who is your target group?

Target market would be entrepreneurs, the existing ones and the ones who already have their SMEs. When you're an entrepreneur and have an SME you want to do something more and to be successful but you also have your children whom for you want a great education and a proper education and that's why they enroll their children here. For the IDCZ potential clients are also people with start-up companies and future entrepreneurs.

### Who are your most important stakeholders?

We have been working with different ministries and institutions. I think ministry of entrepreneurship and craft is very important to us. We also work with them and have projects with them. Through some projects they prepare calls and we apply and we'll get funded. So basically they are very important. Also Croatian chamber of Economy, they are a part of several projects and we collaborate with them in several ways. Hamag Invest is a public institution which also is very important. From people who work here Mr. Tafra, Martina and the Dean are the key players who have the biggest experience and are the 3 most relevant people. Ivona and Antonela are also very important persons running their institutions.

### Who is your competition?

We have several groups of competition. Private companies, SMEs, that are in the business of project managements that are working with EU projects and proposals. I don't know their names, I know there are lots of them on the market. And I think the following year will create even more of that kind. Bicro is an institution in Croatia that also participates in different projects and a competitor to us.

### What is your competitive advantage? Why are you better than your competition?

We can work under pressure because we have had so many situation that required close deadlines and we managed because of teamwork and flexibility (like I mentioned) and I think they are true strengths we have. Working under lots of stress and working on several different tasks at the same time. I think the employees are the biggest advantage we have.

### How do you market your service and through which channels?

I would always prefer website and Facebook. Internet marketing channels such as LinkedIn and Twitter. I wouldn't choose newspapers or articles because they are way too expensive.

## FUTURE SITUATION

### Where will the Education Group Zrinski be in five years? Ten years?

I think the location is good, near the city center. The building needs renovation and a few extra classrooms maybe also an upper floor. I think it will have more students and high school students. It's all connected to the general situation at the market since people don't have enough money. I hope and think that we also have more projects to work with and more clients.

### How do you measure success?

Only by the numbers of students that sign in. Not so much in these three institutions but in the IDCZ we have tables where we put projects, planned projects, money and table for expenses. With the other institutions I'm not so sure how they measure.

### What are potential barriers that might hinder your success?

Basically I think our biggest problem is the competition at the moment. Besides high school every other institution has lots of competitors that have been longer on the market, and therefore they have more money to invest in marketing and other activities. Also they have more students because of the longer existence. Things are not changing at the moment, we need to find a new way to go to potential students and clients.

### If you could communicate a single message about your company what would that be?

Teamwork is key.



## IVONA PAVELIC

Ivona is currently the principal of Open University Petar Zrinski. She has been working at the Education Group Zrinski for 3 years and was assigned principal almost one year ago.

### CORE FUNDAMENTALS

#### What is the Education Group Zrinski's primary business?

*The primary business is education for entrepreneurship.*

#### What is Education Group Zrinski's mission?

*The mission is to become the most recognizable education group with each institution specialized for entrepreneurship in this region regarding our country and neighborhood countries.*

#### What are the 3 most important goals?

*The education group Zrinski's primary goals is to position every institution as an institution that provides students and other participants with entrepreneurial competences. With knowledge, skills and additives that are needed for running SMEs. I think this is the main goal and the other goals depends on developing new programs to degrade innovative methods and enhance the learning process to develop its human recourses as most important in these institutions.*

#### What values and beliefs unify your employees and drive their performance?

*The values would be teamwork as the most important and perception of the goals we want to achieves so communication is really important and innovation. Respect for each other.*

## TARGET MARKET

### Who is your target group?

*Our target group are people who ended their educational process but want to get some new qualifications. All adults but also people who want to specialize into one field and on the other side business people or companies who wants to invest in their human resources. We want to provide them with entrepreneurial competences.*

### Who are your most important stakeholders?

*The most important are us, the employees. Our employees are most important because this is the basis for the quality of our work and the first step for our future development. The other step would be to build on our network with partners and of course we will not exist without our clients so people who want to have different educational programs and competences. I would say employees and clients are the most important.*

### Who is your competition?

*Open University Zagreb, they are the biggest regarding adult education in Croatia. Also Algebra, they do not conduct the same programs as we do but they are also flexible in that way and can adjust it. They are really strong and we want to build an competitive advantage for ourselves.*

### What is your competitive advantage? Why are you better than your competition?

*I think our competitive advantage is the people working in our institution and the young people with high motivation and creativity. We are flexible in adjusting our educational programs. We want to respond to the market needs according to their changes. Also to offer programs that is currently requested from the people and the market.*

### How do you market your service and through which channels?

*We are using our web portal as our main tool. Not enough advertising but I think this is also important. We prefer social networks now and to place ourselves into that manner. Through Facebook, LinkedIn and also Twitter but also free services that have the biggest reach.*

*I think that we need a rebranding in order to be recognized on the market. This rebranding is a must and it is an important part for us to show our true identity.*

## FUTURE SITUATION

### Where will the Education Group Zrinski be in five years? Ten years?

*I would like that the EGZ in 5 years recognized in the region as group that offers quality education for entrepreneurship that is linked with different international partners and who has a wide spectrum of projects and is recognized with its innovative approach to education.*

### How do you measure success?

*We measure success primarily of course financial records but we also measure it according to the number of our users of our educational program per year. In the future we will also measure it to applied projects. Also I would say number of programs we have and number of organized seminars, training and different programs.*

### What are potential barriers that might hinder your success?

*I think that all employees must know the vision of the EGZ. They need to work in that matter and be aware of what their works impact has on the organization. This is also an important part because it is the basis of the EGZ. We have to work together and everyone has to know what we are aiming for.*

### If you could communicate a single message about your company what would that be?

*We want to build our success on your success!*



## MARIO CVRTILA

Mario is head of the IT department. He has been working in the Education Group Zrinski for 10 years. He started at High School Katarina Zrinski and when the Education Group Zrinski was formed he continued his work there.

## CORE FUNDAMENTALS

### What is the Education Group Zrinski's primary business?

*The primary business is education for entrepreneurship.*

### What is Education Group Zrinski's mission?

*In my opinion the mission is to grow/increase the quality of the education*

### What are the 3 most important goals?

*From my point of view the first one is quality and the second one is the number of students to achieve more students and the third goal is increased recognition of the brand.*

### What values and beliefs unify your employees and drive their performance?

*Teamwork and people connection is some of our stronger values. We need to improve on our social connection that is not connected to business, on a more personal level. Trust is a key opponent.*

## TARGET MARKET

### Who is your target group?

*Our target group is pupils who will join the Private Grammar school. We need to make sure to secure as many of these pupils and then they will have the chance to continue in the Education Group Zrinski.*

### Who are your most important stakeholders?

*The customer is the most important since everything evolves around him. We need to create an atmosphere where he feels good and satisfied.*

### Who is your competition?

*Since I am working in the IT department we don't have any direct competitors. From the Education Group zrinskis point of view we have competitors on different levels depending on the institutions.*

### What is your competitive advantage? Why are you better than your competition?

*Our advantage is PVT-programs for virtual training in high school and private grammar school; we are also the first one in Croatia to use these programs. In high school the same program is used but it's a more advanced version of the program.*

### How do you market your service and through which channels?

*Our marketing channels are commercials on TV, Google, Facebook and we also have radio news. The best services in my opinion are Facebook and Google since of our target groups. We also need more investment in these channels.*

## FUTURE SITUATION

### Where will the Education Group Zrinski be in five years? Ten years?

*I hope that the Private Grammar School will rise and gain more students over the year, since it has been decreased several percent the last years.*

### How do you measure success?

*We can measure our webpages and Facebook's traffics. We are in need of new measurement tools and we are currently looking for tools that would suit us.*

### What are potential barriers that might hinder your success?

*Potential barriers are the processes of the organization and decision making. Also people need to understand and respect each other so we can work together. The changes also have to start from the top (the leaders). If the leadership is not accepting the change first the rest won't follow, they need to show an example.*

### If you could communicate a single message about your company what would that be?

*Education for the future.*



## ANTONELA SIMUNOVIC

Antonela is the principal of High school Katarina Zrinski. She has been working at the Education Group Zrinski for 6 years.

### CORE FUNDAMENTALS

#### What is the Education Group Zrinski's primary business?

*Our primary business is education for entrepreneurs and entrepreneurship in general.*

#### What is Education Group Zrinski's mission?

*Our mission is to educate people in an entrepreneurial way. To give them the right tools and assets to be able to run their own business. We also carry out projects throughout the region and internationally with entrepreneurship in focus.*

#### What are the 3 most important goals?

*For my institution one of our goal is to achieve a certain number of students per educational year. We also have personal goals and other educational goals we want to achieve.*

#### What values and beliefs unify your employees and drive their performance?

*The quality of our work and the openness and feedback that we get. The mindset has to be the right one aswell, as teachers, you don't sell a certain service or product. You work with different people of different ages and backgrounds. That's why it is important to have a working team and a constant stream of feedback.*

## TARGET MARKET

### Who is your target group?

*Our primary target group is students in the area of Zagreb since we are located here. Though we are not blocking out the rest of Croatia, in the end our goal is to be recognized as a national school. We also search for certain people with a certain mindset. We want students who want an entrepreneurial education, already has an SME and is in need of further education or students who are looking for a new way of studies.*

### Who are your most important stakeholders?

*Parents and students are our most important stakeholders but also the employees are a key part of the organization.*

### Who is your competition?

*Gimnazija i ekonomska škola Benedikta Kotruljevića, Prva ekonomska škola Zagreb and Privatna srednja ekonomska škola "INOVA" s pravom javnosti.*

### What is your competitive advantage? Why are you better than your competition?

*We have a quality education and a great organization with a broad network. It is possible for students to take their whole education at our institution and we have the right tools and personnel to help them succeed.*

### How do you market your service and through which channels?

*Our marketing consists of TV, newspapers and social media.*

## FUTURE SITUATION

### Where will the Education Group Zrinski be in five years? Ten years?

*We 'll be internationally recognized and one of the top 3 education institutions in Croatia, who are based on entrepreneurship. I also want us to have a recognized brand all over Croatia and later on aswell on an international level.*

### How do you measure success?

*We have a lot of different measurement tools. We measure our success through the SAT:s that our students take but also internal measurements regarding the workplace satisfaction, equipments, space and different surveys.*

### What are potential barriers that might hinder your success?

*Potential barriers regarding students are the current schedule. I think we need to rearrange e.g. classes to motivate our students.*

### If you could communicate a single message about your company what would that be?

*We are the best school!*

## CONCLUSION

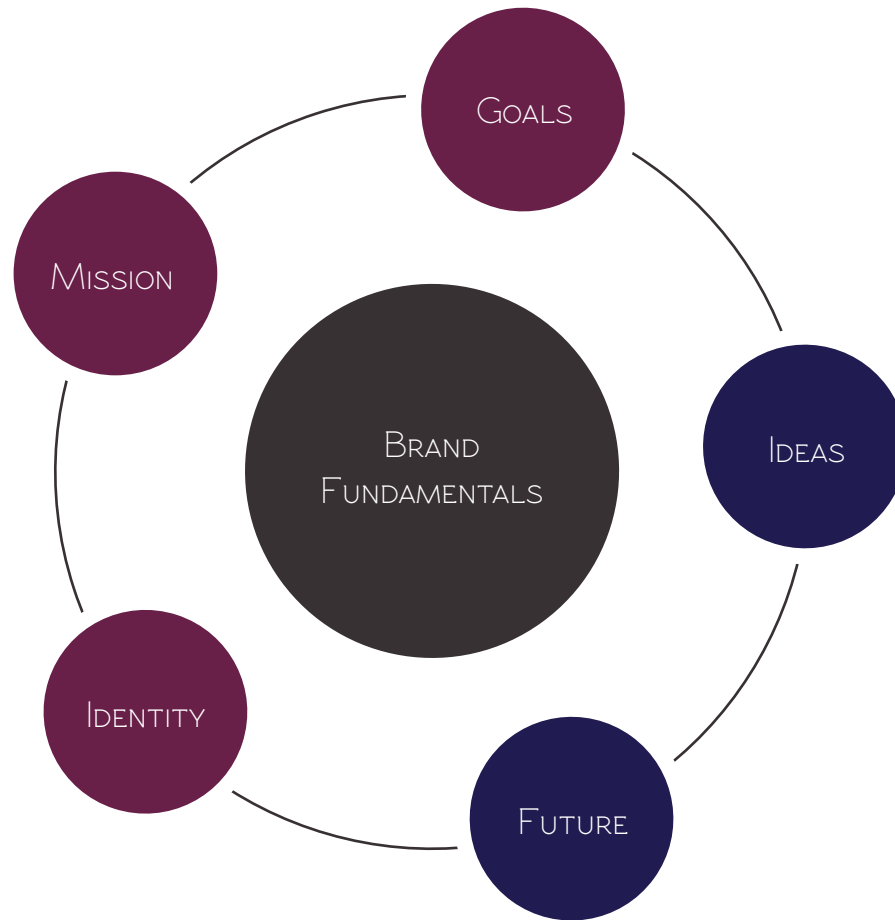
The brand fundamentals, their identity, is currently inconsistent. Their current mission, goals, vision and advantages are uncertain. The information gathered from the interview is inconsistent. You can notice there is a need for redefined brand guidelines and a structure across the brand.

The identity is not consistent across the organization. Management have to set guidelines, and most importantly go through their brand fundamentals and identity with the whole organization. They need to make sure the whole organization is up-to-date and actually understands and agree.

They have great ideas and different points of view. The key is to unite these into one clear identity. To create a clear message that can be spread across the organization. This will unite the management and bring the organization closer.

Mission and goals are an important aspect of the organization's future but also current position. With a clear vision and mission the goals would also become clearer. Currently there is a huge inconsistency regarding these.

The future is always important in any case. A brand has to position themselves for the future and always aim for future promises. Clarity about the current future is needed. They have a different point of view regarding the future and this will not add value to the brand.



PART 3

FUTURE BRAND

## NARROWING THE FOCUS

If you want to build a brand, you must focus your branding efforts on owning a word in the prospect's mind. A word that no one else owns. What prestige is to Mercedes, safety is to Volvo. A brand becomes stronger when you narrow the focus. (Ries 2002, p. 50)

Look at the big picture. Where can your brand be in the future and what could affect its success. Trends will always affect your brand. It does not matter if they are political, economical or design trends. Acknowledge current trends but also look for future trends. Narrowing the focus of your brand concerns the past as much as the future. What made your company successful in the past? What can you take from the past to redefine your future brand. To reach the final destination, the big idea, you need to understand the business, clarify the brand core, position the business and create the brand essence. (Wheeler 2013, p. 134)

## UNDERSTANDING THE BUSINESS

Understanding the business is fundamental to creating a strong brand with a big idea. The first phase of the process (part 2) is to understand the business strategies, identity, target groups, competition, environment etc. This is the foundation of the whole process. This foundation is also necessary to create a trustworthy relationship with the client. (Wheeler 2013, p. 134)

## CLARIFYING THE CORE BRAND

Clarity is important to ensure consistency across the brand. Creating various brand scenarios to generate new ideas and fundamental pieces for the brand is important to ensure a strong message across the brand. This phase is about clarifying and redefining core values, brand attributes, competitive advantages and brand strategies. (Wheeler 2013, p. 135)

## POSITIONING THE BRAND

Where is your business currently positioned and where do you want to be? A positioning strategy will help differentiate the brand, find the right business categories and give the consumer a reason why they should choose your product or service. (Wheeler 2013, p. 135)

## BRAND ESSENCE

Creating a brand essence is equal to telling the truth, explaining who you are. Your brand essence should explain why consumers should choose you, why you are better and how you are better and what kind of business you are in. Clear, short and unique messages are key drivers in this phase. (Wheeler 2013, p. 135)

## THE BIG IDEA!

The big idea is the central core of your brand. You should be able to explain this in one sentence and still be able to create a conversation out of it, even a book. It has to be simple, unique and transportable and most important of all, it has to create an emotional connection. (Wheeler 2013, p. 135)

## UNDERSTANDING THE BUSINESS

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- Vision
- Values
- Mission
- Value proposition
- Culture
- Target market
- Segments
- Stakeholder perceptions
- Services
- Products
- Infrastructure
- Marketing strategy
- Competition
- Trends
- Pricing
- Distribution
- Research
- Environment
- Economics
- Sociopolitics
- SWOT

## CLARIFYING THE CORE BRAND

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- Core values
- Brand attributes
- Competitive advantage
- Brand strategy

## POSITIONING THE BRAND

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- Differentiation
- Value proposition
- Business category

## BRAND ESSENCE

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- Central idea
- Unifying concept
- Key messages
- Voice and tone



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*Image 49. Creating a strong core for the brand and revealing the big idea is as much a creative task as a strategic one. (Wheeler 2013)*

# WORKSHOP

An identity workshop was completed with the key stakeholders of the organization. The main goal was to identify key dimensions of the brand, such as values, rational and emotional benefits, offerings, personality, characters, symbols, key messages, brand essence and the central idea of the organization.

An organization's vision, main purpose and core is established by the founder(s) of the organization. This is the foundation of the organization, but this is not set in stone, brands are assets, which means they have an ability to move and change demand, experiences, cost and time. They evolve with time and require constant management. That is why it is important to create a strong brand from the core and up. Brand value will be created whether you like it or not. It is important your brand connects with everyone in the organization, both on an internal and external level. If you have a well informed team, that understands the brand, they will become more creative, they will react faster and become more certain of their decisions. (Jez Frampton, 2010, p. 2-4)

Key stakeholders from every institution attended the workshop, there were no restrictions and the stakeholders had free hands to be creative and to stimulate a good discussion. It is important to have an open workshop where discussion and collaboration is in the centre. This will ensure the quality of the workshop. Three main exercises (planets and moons, mind mapping and brand personality cards) were executed during the workshop.

## PLANETS AND MOONS

This exercise guides the team through a process to identify and prioritize key dimensions of the brand. Planets will act as brand values, while attributes or characteristics are the accompanying moons of the planets. The objective of the task is to identify key attributes and characteristics of the brand and establish brand values. (BBN brand journey presentation 2013)

### Process:

1. Identify key attributes and characteristics (moons)
2. Cluster together similar attributes and characteristics
3. Describe the clusters
4. Name the underlying brand values (planets)

## MIND MAPPING

The goals of this exercise was to identify desired offerings, rational and emotional benefits, characters and symbols that would define their redefined identity. It's important to determine the key aspects that will define the future identity, have an active collaboration and create input to the brand brief. (BBN brand journey presentation 2013)

## BRAND PERSONALITY CARDS

The objective of the exercise was to bring the brand personality to life. This was done through capturing key words and sentences that would describe the character of the brand. The exercise will also help with the building of a foundation for the organizational culture. The key stakeholders will select a card which represents a certain theme. In this case cards, places, people or sports. The next step is to describe the brand from the theme in question. If the car theme was selected you should describe what kind of car you are and why. (BBN brand journey presentation 2013)

*“The ropes of the royal fleet, from the largest to the smallest, are braided so that a red thread runs through them from end to end which cannot be extracted without undoing the whole. Even the smallest fragment may be recognized as belonging to the crown”*

*- Johann Wolfgang von Goethes*



Image 50. Pictures taken during the workshop. To achieve great results make sure the atmosphere is relaxing, friendly and most importantly fun. (Lindell 2013)

## PLANETS AND MOONS EXERCISE

In the first stage key attributes were identified. These were both verbal and image associations. They were written down on post-it notes and randomly placed on a wall. This should not take too long and the key is not to think too much, instead write the first thing that pops up in your head.



In the second stage similar attributes were bunched up together, creating 5 different clusters. The key stakeholders can decide how many clusters they want and if they want to remove some attributes. The main goal is to generate a discussion but most importantly gain consensus in the end.



In the third stage the clusters were described and new key messages were created. These should be defined with a few words only. It is important the new key messages are unique, intriguing and can be worked with across a wide range of touchpoints.



In the last stage of the exercise the key messages were focused down to one adjective, creating new brand values for the organization. With the new values and key messages the Education Group Zrinski has a fresh and unique foundation for their brand. They have achieved clarity amongst the key stakeholders, which is important to ensure a consistent brand across the organization.



## MIND MAPPING EXERCISE

A great exercise to create a foundation for the brand. The exercise is divided into four main themes: Emotional & rational benefits, offerings, characters and symbols. During the exercise it is important to create a valuable discussion, question every object and be truthful.

### RATIONAL BENEFITS

Being a private organization it is important to emphasize the benefit and quality of their education. Because of their wide range of services, levels of education and broad network students will receive extra value regarding their education.

### EMOTIONAL BENEFITS

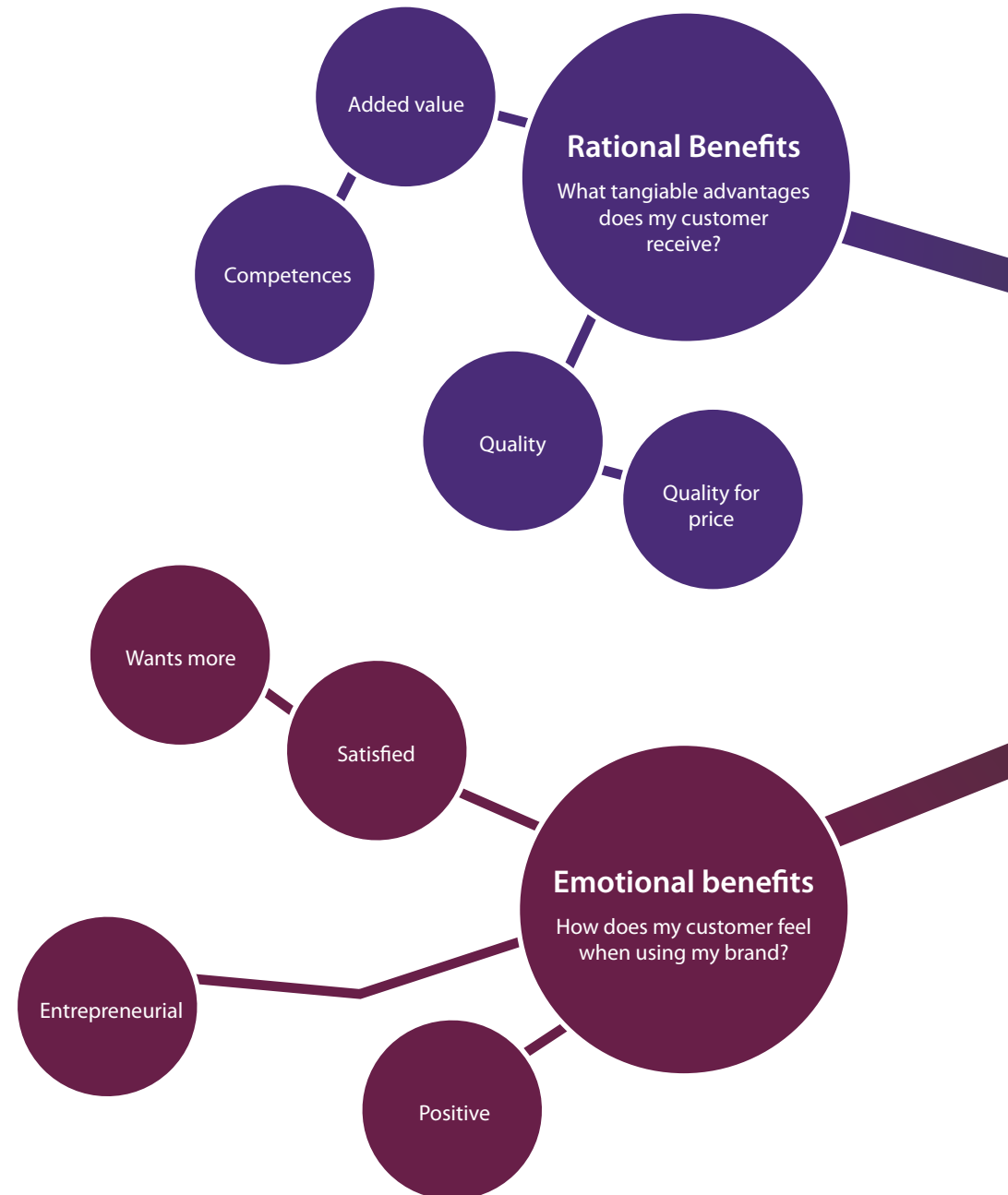
The Education Group Zrinski's education is focused on entrepreneurial learning. It is important the customers feel satisfied but most importantly are eager to learn more and expect more. A positive attitude towards entrepreneurial learning and the experience of e.g. start-ups.

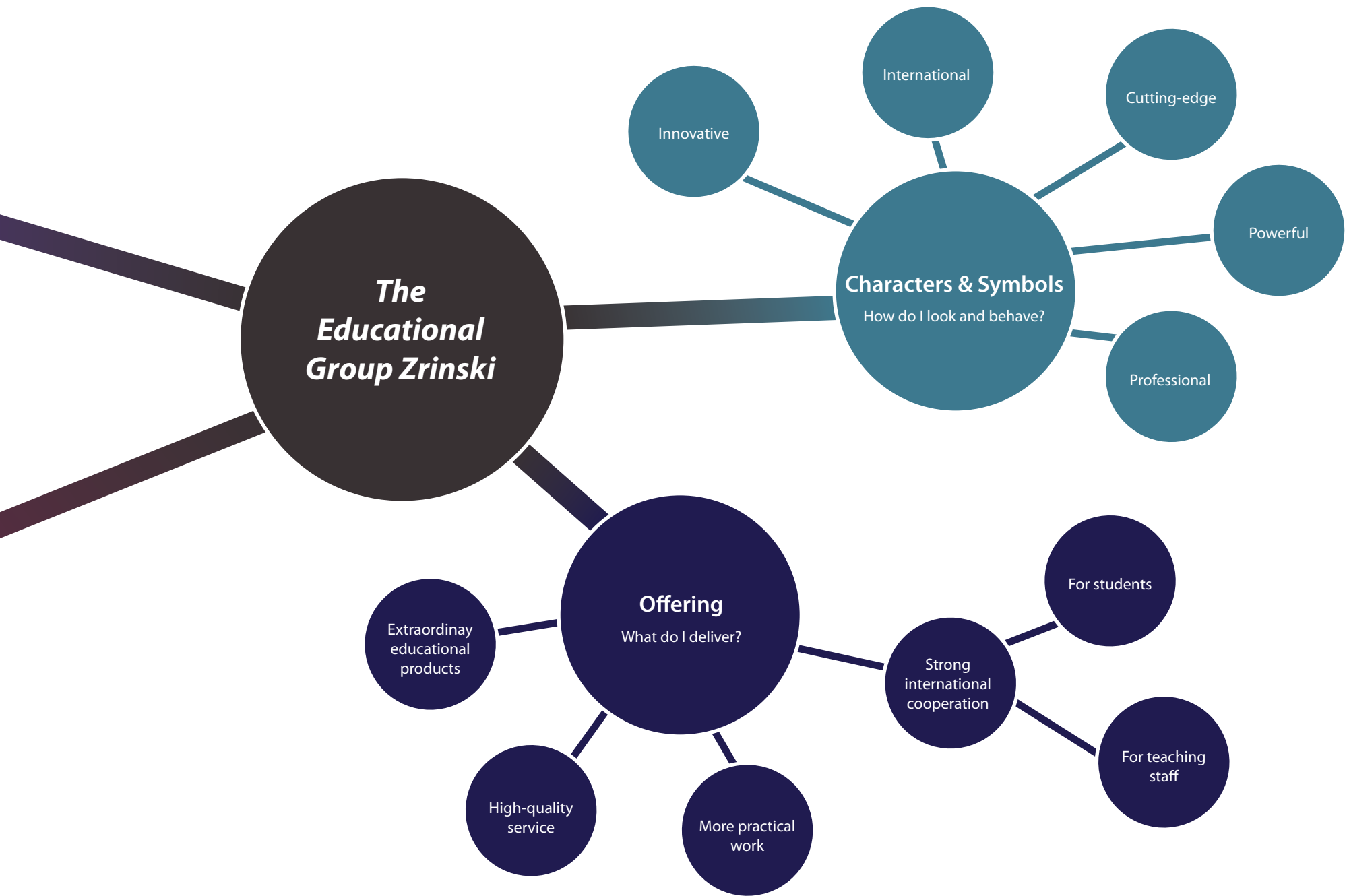
### OFFERINGS

A desire and promise to deliver extraordinary educational services and products with a high quality foundation. An increase in practical work and opportunities to build international networks both for students and staff.

### CHARACTERS AND SYMBOLS


The Education Group Zrinski's image is cutting-edge with modern teaching methods and international possibilities. They are innovative, powerful and professional, while reminding themselves of their history, who they are, why they do this and why it matters.






## BRAND PERSONALITY CARDS


The purpose of this exercise is to introduce the organization on a more personal level. Both image and verbal associations were used during the exercise. It is important to remember who you are and why you are doing the things you do. With a personal and open approach they will increase the value of their brand and attract more customers.



They work in innovative surroundings, and are always looking for new tools and methods to improve their education. They keep a broad perspective across the organization to identify development opportunities and new business challenges.



They have their own unique style, which is fast and dynamic. They have a broad perspective and a wide range of environments to work in. They also want to promote their unique way of education.



They want to share their knowledge and success with the rest of the world, whether it is other schools, own students or corporate businesses.

A team of independent, great people who can rely on each other. They can mix fun events with serious and active projects. They invite people to their family with open arms.



*Image 51. To ensure a vibrant and unique personality it's important to use both verbal and image associations. (Lindell 2013)*

A great city with old traditions, but with a constant development and hunger for new technology.



# BRAND BRIEF

The creative brand brief is an essential tool for the fourth part, designing brand identity. A brand brief is a foundational document explaining a company's identity.

A brand brief is most valuable when written in a simple, clear and short manner. Core components in a brand brief are: Vision, mission, brand essence, brand attributes, values, key messages, target audience, key competitors, competitive advantages, key services and stakeholders. It is important for every company to have a document accessible to the entire organization. (Wheeler 2013, p. 138-139)

The brand brief for the Education Group Zrinski is completed. Their new identity is clear and it will provide a shared understanding and focus to all stakeholders. The new foundation will give clarity to the organization and stakeholders can now act as brand ambassadors.

The management has made a commitment to the redefined identity and they can now guide the rest of the organization. This will add clarity to the brand and increase the brand value and you can now feel the presence of the brand.

With a clear identity, consistency will now be secured across the brand. Each touchpoint will send the same message and the overall experience of the brand is richer and more consistent.

## KEY MESSAGES



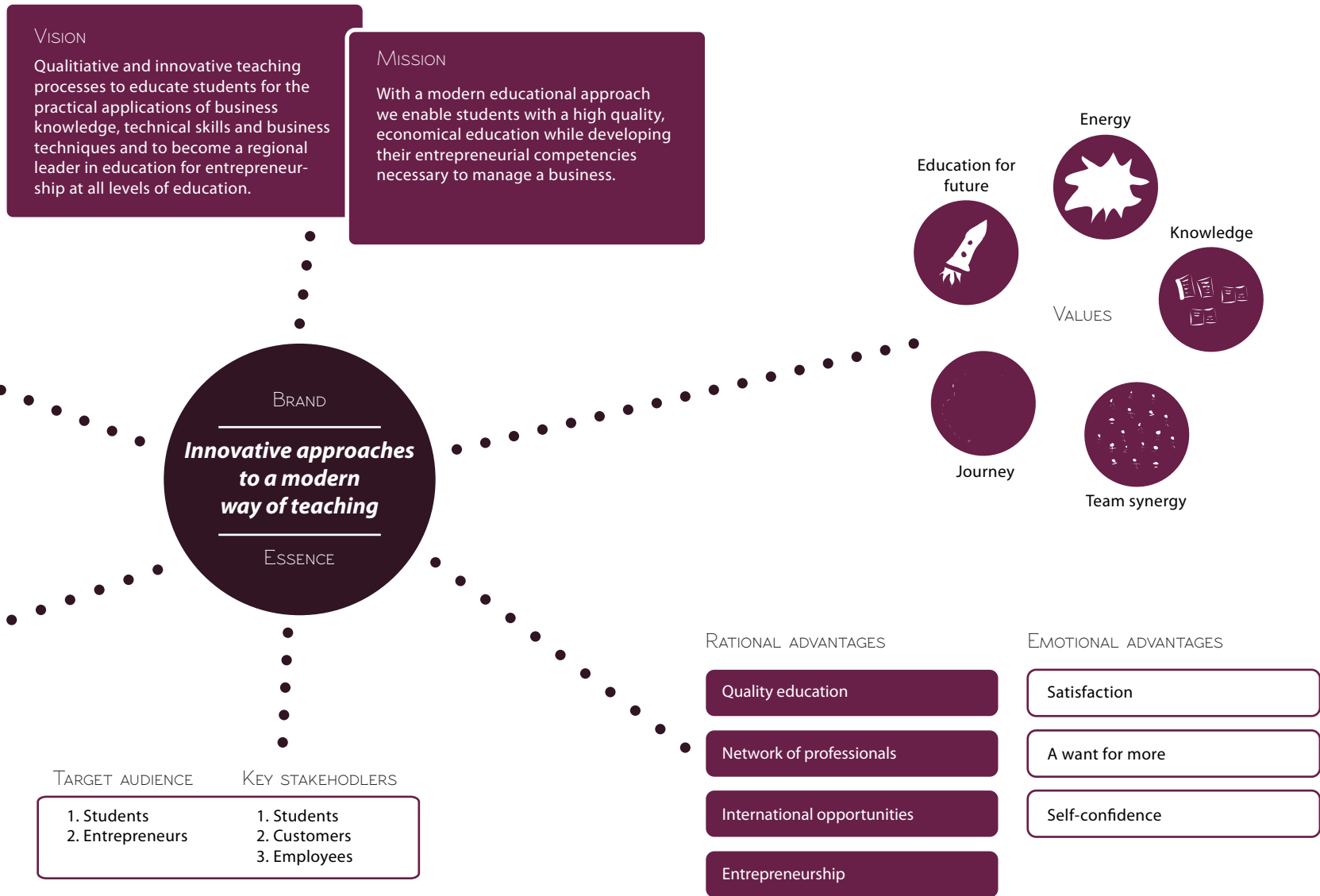
## BRAND ATTRIBUTES

- Innovative
- International
- Cutting-edge
- Powerful
- Professional

## KEY SERVICES

- Entrepreneurial learning
- Project management
- Management consulting
- Economics
- High-quality services

# EDUCATION GROUP ZRINSKI



PART 4

DESIGNING BRAND IDENTITY

# THE BASICS

The look and feel of a brand is the visual language that creates an immediate and recognizable brand identity. Brands use distinctive language to differentiate themselves. Each component of a brand identity has a unique role and plays a crucial part for the foundation of the identity. (Wheeler 2013, p. 148)

The brand identity creates memories and expresses a new point of view for the customer. These programs are designed to advance a company's brand strategy and increase its value. Each component is carefully designed to create one unique and distinctive identity. A brand identity consists of certain components such as the design, color palettes, imagery, typography, sound and sensory. (Wheeler 2013, p. 148).

Your job is to be interesting, unique and deliver on your promises. Logos, taglines and color palettes will create a unique perspective but it is important not to forget your personality and character. The quality of your character can tremendously help you increase your brand value and differentiate yourself from the competition. Go beyond being unique. Let us take Apple as an example. When you visit a store such as Best Buy and you are looking for a new computer, you will find Apple's products in spacious, modern and sleek display areas. The rest of the computer brands are just stacked up on normal shelves beside each other. What Apple has done, is creating a unique experience. This creates a sense of uniqueness and innovativeness, which is superior to their competition. (Ayesha Mathews-Wadhwa 2013)

To build your character you need to dig deep. It is more than just the visual appeal. It requires you to question and think about human characteristics, emotional benefits and ultimately the experience itself. How do you want your audience to experience and feel when interacting with the brand? What is your brand's sweet spot and why? When you or your audience thinks about the brand what is the first thing that pops up in their mind? Remember it is all in the details. (Ayesha Mathews-Wadhwa 2013)

Image 52. A poster at a busstop. (Liam Shields 2012)

Image 53. A cinema. (Randy Lemoine 2011)

Image 54. Typography by Dickie Jones (Abduzeedo 2012)

Image 55. A poster at a busstop. (Jules Bristow 2012)

Image 56. The woods. (Southern garage bands 2010)

Image 57. A Harley Davidson storefront (Ride and Read 2011)



## DESIGN

Design is about expression and content mixed together to a perfect mixture. It is about creating a visual identity of who you are. Ultimately design is intelligence made visible. (Wheeler 2013, p. 148-149)



## COLOR

Organizations use different methods to approach color depending on their size, brand and system. Some may use two color palettes: primary and secondary and some brands have umbrella brands and use different color palettes to differentiate these. Their products and services may also have their own color lines. It can also have its own pastel range and primary range. (Wheeler 2013, p. 148-149)



## TYPOGRAPHY

Brands use different typfaces to differentiate themselves from the competitors. Sometimes several typeface families are incorporated in the brand. If a brand wants to distinguish themselves they sometimes create their own unique typeface. (Wheeler 2013, p. 148)



## SENSORY

It is important it is not just about the visual context. There are material qualities (e.g. how the surface of a business card feels, it is unique texture and weight), interactive qualities (for example how it feels when opening a new pair of Nike shoes) and auditory and olfactory qualities (for example the sounds and smells when you enter a hairsalon). All these qualities matter and will create a presence unique to your brand. (Wheeler 2013, p. 148)



## IMAGERY

An image is worth a thousand words. Images portray stories and illustrates something more than words. When you work with images it is important to remember an image can be a photography, illustration or iconography. Depending on which one it is content, style, focus and color may change. (Wheeler 2013, p. 148)



## SOUND

Adding sound to a brand can enhance the brand experience. Sound has to complement the brand to be useful. It requires careful design and integration. Sounds are used in e.g. products, retail environments, websites, messages, characters and multimedia presentations. Harley-Davidson even tried to trademark their distinctive sound of the engine. (Wheeler 2013, p. 156-157)

## COLOR APPLICATION

Color creates emotion, triggers memory and gives sensation. It can instantly change moods, desires and can ultimately change direction regarding products and services. Color can be used as a powerful tool when managed right. Coca-Cola is a great example of showing the power of color. When you see that rich red color you know exactly who we are talking about. The color is enough to recognize their brand. (Wheeler 2013, p. 150)

The purpose of color is to evoke emotions and express personality. It stimulates brand associations and accelerates differentiation. When you look at an image the first thing you will register are shapes, then color and last content, which means colors are very important for your brand and they need to be managed. Choosing a color for your identity requires knowledge and research, an understanding of color theory and a clear brand identity. Color management requires ability to master consistency and meaning across a wide range of touchpoints from websites, businesscards to posters and magazines.

Color is traditionally used as the primary color for your signature in your logo and the secondary color is usually associated with your logotype, for example, business descriptor or tagline. Colors can also be used for several other purposes. They can, for example, unify an identity or clarify brand architecture. (Wheeler 2013, p. 152-153)

*Image 58. A creative way to use color. This apartment is something unique, that you won't see anywhere. This architectural design is done by Videgard Hansson arkitekts. (Videgard Hansson arkitekts 2012)*





Colors influences our emotions. Whether you are creating a new identity or maybe changing something in your current one you should think of color as a business decision. Of course the artistic point of view is important but remember ultimately it is a business decision as any other strategic move. Case studies from the past have shown that color can impact the customer's choice of product by up to 80 %. Be careful when choosing color and make sure you have considered every option. If you get it wrong, it will have a huge impact on the overall performance of your organization.

Research is important when selecting the right colors. An analysis of the competitors is essential to differentiate yourself from the competition but also to find out which colors are used within your market. You also need knowledge and understanding what a particular color is trying to communicate to your customers and ultimately what that color represents. You need to distinguish whether the color serves to imply a certain function (e.g. blue is clean and healthy) or if the color implies a certain idea (e.g. neon green is fun and adventurous).

If your colors do not connect with your customers, it will turn them off. Consumers know intuitively if your colors connect with the brand and if it is authentic. It is not about finding a popular color currently on the market, even though it is trendy it will not help if it is not authentic.

Whether your organization is moving into another direction or you may want to indicate you are still modern and progressive you might want to change colors to portray a new picture of your identity. If this is the case there are some things you might want to consider. You have to think about whether or not you want to retain something from the past, or do you completely want to start over. You can either scrap the color entirely or hold on to one and alter the rest. (Eric Markowitz, 2010)

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Image 59. Color brand identity basics by Alina Wheeler. (Designing brand identity 2013)

## COLOR PSYCHOLOGY

The way color is used will affect a customer's response. It will affect a customer's behaviours and impacts the customer's decision of buying a product or service. Psychologists and scientists have studied the relationship between people's conscious and subconscious perception of color and their associated meanings. For a designer it is important to explore what kind of effect color can have on both theoretical and practical levels. Certain color combinations provoke immediate associations. Up to 80 percent of our sensory perception is determined by sight, so what we see with our eyes has a big impact on the decisions we make in life. Depending on the hues and colors and their relationship they will convey different messages. Dr. Carlo Ramudo who is the codirector of the School of Color and Design in Sydney, Australia, discovered that bright and colored rooms have an impact on anxiety and heart rate. Subjects had lower level of anxiety and heart rate while performing tasks in colored rooms. (Sherin 2012, p. 78-83)

## COLOR GUIDELINES

As mentioned several times before consistency across the brand is important. This cannot be left to chance. You need guidelines how your colors, logo and typography can and cannot be used. This is not only for internal use. This is also important to have if you have an external designer or freelancer to create collateral for you. A guideline is an insurance policy that the colors chosen will be used in all future touchpoints. Since more and more colors are used in logos and identities it is important to create a clear guideline on how the color, type and spacing should appear depending on the situation. Necessary components in a color guideline are primary and secondary colors with the right codes (CMYK, RGB and PMS), how to use the colors and black and white versions. (Sherin 2012, p. 110-111)

## CULTURE AND GEOGRAPHY

It is important to remember culture and geographical location when creating identities and color palettes. People in different cultures and countries associate certain colors with certain events, religions, meanings and situations. Sometimes it is hard to interpret the message of certain colors and that is why often typography and/or imagery is used together to convey the message. (Sherin 2012, p. 86-87)

It is important to understand the cultural and regional differences. In the Western countries, the color white is usually associated with weddings, purity and innocence. But in some Eastern cultures the same color is associated with funerals and death. In China the red color is associated with good luck and is often worn at weddings. To make sure color choices will not be misunderstood and decrease value it is important to base decisions on research and knowledge. (Sherin 2012, p. 88-89)

## COLOR IN CONTEXT

When it comes to communicating the client's wish it is important to do specific research about the context of the brief and different cultural impacts. It is important to make sure what purpose the design in question has. If it is an international company you might want to consider using colors that are possible to apply to a wide range of touchpoints. If the company has cultural associations consider using them. They can have a great impact on the brand. Always make sure you know which touchpoints the design will be viewed in. Depending on the medium, the color palettes might change. (Sherin 2012, p. 108-109)

## TARGETING AN AUDIENCE

People both feel and see colors. Depending on how a person understands and interprets a company's color(s) they will impute a set of values or attributes to the company. To understand the audience you need to identify the company's fundamentals such as identity, values, vision and mission. Visual aspects are different depending on the message a company communicates. It is also important to do research about the target audience. Who are they? How old are they? What gender? Try to find out as much as possible. The more you know about your audience, the better the chance to catch their attention. (Sherin 2012, p. 106-107)



*Image 60. At the university of Rochester, scientists found out that men were 10 to 20 percent more attracted to a woman wearing the color red than to her twin who were dressed in pastels. Subjects also reported that they would spend more money on the woman in the red dress. Color can affect anyone and anything. It's not just attraction between the sexes. (Design elements: color fundamentals 2012)*

## EDUCATION GROUP ZRINSKI

The Education Group Zrinski needed a new color palette for the brand. As explained in the research part their current colors are out-of-date, inconsistent and hard to implement. It is important for the Education Group Zrinski to differentiate themselves from the competition. They need a mark that is unique and appealing. The new color palette is focused on organizational structure, key aspects, brand values and client expectations.

### Focus on:

Knowledge and nobility (brand value) are fundamental aspects of the Education Group Zrinski's daily work and progress. It was important this was expressed in the color palette.

Entrepreneurship is the foundation of their education and mentality. Most projects, cooperations and other work evolve around the subject of entrepreneurship.

The Education Group Zrinski is full of life and is always on the move. Co-workers inspire and motivate each other. It is important the colors are energetic (brand value) and fresh.

Their foundation is built on trustworthiness and it is also an important aspect within entrepreneurship. It is important trustful relationships are built to be able to share new ideas, products, services and information.

Creativity is a fundamental aspect in daily work and also a key motivational factor for students and staff alike. In an open and vibrant environment creativity is very important.

Last but not least because of the organization's structure, four primary colors will be selected to ensure a clear structure of the organization.



Entrepreneurship is growth, technology and innovative thinking. The color green is a good representation of entrepreneurship. Brands such as Nvidia, Starbucks and Mint also use this color. Nvidia is a market leader in technology especially in the computer market. Starbucks is a innovative company with a recognized brand.

Trustworthiness is often associated with the color blue. It is also a very calm and soothing color and will work great with the rest of the combinations.

Nobility and knowledge are often associated with royal colors such as red. Because of their history with red the new color representing nobility and knowledge would be purple. It is a modern and fresh color that will work great together with the rest.

Creativity is something that is fun, engaging and attention grabbing. The perfect color would be something between yellow and red, some kind of orange hue. This would also be a perfect fit with the rest of the colors.

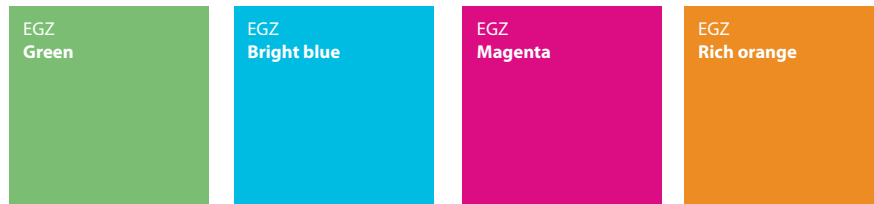


FOUR PRIMARY COLORS



SECONDARY COLORS

The new primary colors are the following (bottom). These colors create a great palette for the Education Group Zrinski. They implement each other and work great together. They are fresh and modern. They will have a direct visual advantage compared to the competition because of the unique color combination. Together they create this energetic ball that is intriguing and unique.



COLORS	CMYK	RGB
Green	C55 M3 Y73 K0	R123 G190 B115
Bright blue	C69 M2 Y6 K0	R0 G188 B227
Magenta	C8 M100 Y9 K0	R220 G12 B130
Rich orange	C4 M53 Y100 K0	R236 G140 B35

Three secondary colors were created for each primary color. They are not a necessary addition but they are supportive colors that can be used in different occasions. They can be used to enhance their image and add extra depth to touchpoints. It will give them freedom to expand the brand and be more creative but still have guidelines to follow.



COLORS	CMYK	RGB
S Green 1	C84 M51 Y86 K67	R13 G48 B27
S Green 2	C89 M42 Y92 K45	R11 G78 B44
S Green 3	C80 M21 Y100 K7	R57 G142 B67
S Bright blue 1	C96 M70 Y52 K52	R0 G48 B63
S Bright blue 2	C93 M56 Y27 K7	R2 G101 B40
S Bright blue 3	C85 M43 Y11 K0	R12 G125 B179
S Magenta 1	C67 M99 Y40 K39	R80 G22 B72
S Magenta 2	C50 M100 Y31 K13	R132 G34 B102
S Magenta 3	C30 M100 Y13 K0	R182 G31 B127
S Rich orange 1	C2 M12 Y100 K0	R253 G216 B0
S Rich orange 2	C4 M22 Y59 K0	R244 G200 B124
S Rich orange 3	C3 M14 Y36 K0	R246 G217 B170

# TYPOGRAPHY

Typography has great impact on your brand identity. The right typeface can promote and complement your brand in a unique and distinctive way. Companies like Apple, Mercedes-Benz are immediately recognizable in great part due to the distinctive and consistent typographical style they use. (Wheeler 2013, p. 154)

Thousands of fonts have been created by renowned typographers, designers and type foundries over the centuries and new typefaces are being created each day. Some identity agencies routinely design a proprietary font for a client. Choosing the right font requires a basic knowledge of the breadth of options and a core understanding of how effective typography functions. Issues of functionality differ dramatically on a form, a pharmaceutical package, a magazine ad, and a website. The typeface needs to be flexible and easy to use, and it must provide a wide range of expression. Clarity and legibility are the drivers.

When you examine typefaces, examine those that convey feelings and reflect your position, that covers the range of touchpoints you have, that works in different ranges of sizes, that look great in black and white and that differ from your competition. It is also important that the font is compatible with your signature, that it is legible and has a personality. (Wheeler 2013, p. 155)

## SERIF

There are two classifications for typefaces, which are serif and sans serif. A serif had small "decorations" at the end of each letter, called serifs. The main purpose of the serifs is to increase readability. The brain is accustomed to the shapes that letters make to form a word. We read these shapes and using a serif typeface will make this easier. The serif helps join the groups of letters together. (de Soto 2013, p. 71)

## SANS SERIF

Sans serif, or also known without serif. Usually sans serif typefaces are more modern than serif fonts and a lot clearer. This might be true in some cases but the main reason of this is fashion. Fashion has a huge impact on art and design and that concerns typography as well. If we go back to the 1990s you can see almost every company used a serif font. When choosing a typeface for your company remember it should be lasting. Do not focus too much on the current fashions. Choose a font that works for your company and that can be a part of your identity for a long period of time. (de Soto 2013, p. 72)

## CHOOSING TYPEFACE

When you are choosing or creating a typeface for a client remember to base it on legibility, uniqueness, character and the range of weights and sizes. It is important typeface families and fonts complement your signature and brand. It has to work as a whole to be interesting and captivating. Limit the number of fonts, too many fonts will make it messy and expensive. Instead of using too many fonts, pick a font that has a lot of weights.

Your typeface has to work across several touchpoints. The same guideline applies to typography as it does to branding. It has to be able to communicate a constant message. Try and test your typeface across different touchpoints and media. For example a website might display them differently than a print job. Culture and personality is important. Always try to incorporate it in the typography. (Wheeler 2013, p. 155)

This is a Serif.

Times new roman 38pt

The red bits makes  
a typeface a serif.

This is a sans serif.

Helvetica LT std Light 34pt

## EDUCATION GROUP ZRINSKI

Education Group Zrinski is currently using the FF Meta pro collection. As stated before it is quite a young typeface, released in 1991 by Erik Spiekermann. It is a sans serif with a really distinctive “g”. It has round dots over the “i” and “j” and a double-storey “a”. The typeface family has 10 different weights which gives it a lot of variety and can be used across several touchpoints and has a room for creativity.

### Focus on:

A typeface with different weights. It is nice to have the choice of a lot of weights. If you want to design, for example, a magazine you do not need to use a lot of different typefaces, rather use the same typeface with different weights.

It has to be simple and clear. One or two typefaces are enough. With too many it tends to get messy and the end result will not be good.

Education Group Zrinski is a modern organization with a great history. The typeface should represent the present, future and the past. Something that is in the middle.

The current Meta pro collection works great with their brand and it is good to leave something behind from the old brand identity. The typeface has a massive range because of its weights. Including a condensed series and a complementary serif. It brings a unique touch to the brand and works great across touchpoints both small and large.

The quick brown fox jumps over the lazy dog.

The quick brown fox jumps over the lazy dog.

The quick brown fox jumps over the lazy dog.

## FF Meta pro collection

a b c d e f g h i j k l m n o  
p q r s t u v w x y z

Aa Ee Rr  
**Aa Ee Rr**

## FF Meta pro collection

a b c d e f g h i j k l m n o  
p q r s t u v w x y z

Aa Ee Rr  
**Aa Ee Rr**

## LOGO APPLICATION

A logoless company is like a faceless man and a poorly executed logo is like waking up on the wrong side of the bed. For thousands of years, we have had need for and desired social identification. Farmers who brand their cattle to mark their ownership or stonemasons who proudly chisel their trademark are great examples of visual identifications. (Airey 2010, p. 10)

Dharma Singh Khlasa wrote in his book 'that the average American sees 16000 advertisements, logos and labels in a day'. We also produced more in the last 30 years than in the previous 5000, proclaimed Reuters in 1997. This puts a lot of pressure on organizations. It is more important than ever before to stand out and your logo is your flagship. (Airey 2010, p. 8)

When it comes to international organizations your brand has to speak several different languages. The great thing about easy-to-identify symbols, they do not need any translation. Regardless of culture, language or location carefully planned logos will cross these barriers. It will also allow a consistency through the brand. (Wheeler 2013, p. 146)

Take the Guild of Food Writers as an example (to the right). When 300million, a United Kingdom based creative agency was asked to create a new logo design for their organization they came up with this pen nib showing a spoon inside. This is an excellent example of using negative space to your advantage and creating a beautiful representation of the company.

As human beings we often judge books by their cover. This might not be fair but this is the world we live in. This means the perceived value of a service or product is actually greater than it really is. If you have a consistent visual identity it will generate trust, and ultimately trust will make sure your customers will come back again and again. You can think of logos the same way you connect a name to a face you have seen. They help you remember and recongize past experiences.

There are a lot of successfully designed logos but a logo that truly stands out from the rest needs to be simple, relevant, enduring, distinctive memorable and adaptable. This may seem like an impossible list. What you have to remember is this process takes finesse and a lot of research. (Airey 2010, p. 7-9)



*Image 61. A simple yet complex design, showing how to use negative space in a tasteful and stylish way. The logo was created by 300million for the Guild of Food Writers. (I'mjustcreative 2010)*

## SIMPLICITY = COMPLEXITY

Simple truly equals complexity. A simple logo might seem to be an easy accomplishment but a truly simple logo that can be adapted across a wide range of touchpoints such as business cards, billboards, pin badges or even a small website favicon is something that has a complex background. Simplicity helps a design to be more versatile and is often the most effective because it is recognizable and has a much greater chance of achieving a timeless and enduring quality. Take FedEx for example, their logo is very simple making it very recognizable.

Let us take The National Health Service (NHS) as an example. It is one of the most visible logos in the United Kingdom. It was designed in 1990 by Moon Brand. It is a clean and simple logo with a simple color palette and type treatment. This logo has been unchanged for over 20 years and it is proof that simplicity really lasts. (Airey 2010, p. 22-24)



## RELEVANCE

When you are designing your logo you have to make sure the design is appropriate for the business in question. Whether you are designing for a lawyer, a cancer organization or a dentist, you need to make sure it is appropriate for that business. For example you cannot have a fun approach if you are creating a logo for a lawyer firm. It has to be relevant to the industry, client and audience in question. Remember the logo does not have to literally show what the organization does, and it should not. It has to stand out and have a resemblance to what the organization does.

Take the Hawaiian Airlines as an example. They're logo is not an airplane, but it incorporated relevant elements of Hawaii and therefore makes it stand out from the competition. (Airey 2010, p. 25-27)



## ONE THING IS ENOUGH

Focus on one thing. As said before one quick glance is usually what your customers get. You want to leave your customers with just one thing to remember about the design. Let us take the French Property Exhibition as an example. They wanted to refresh their logo since they did not think it represented the organization anymore. Roy Smith an English-based designer was given the task of redesigning their logo. He made excellent use of the French flag, but focused on one relevant attribute of the logo. The open door indicates a warm welcoming for everyone. (Airey 2010, p. 36-37)



## TRADITION

Trends come and go like the wind. Longevity is the key when you create a logo or a visual identity. It has to last as long as the business itself. Of course it may be refined after a while but the underlying idea has to be there and it needs to be intact. Try to incorporate symbols that have a meaning to the organization and that are associated with the organization in question. Distinctive marks are simple and they are easily defined, which ultimately will be remembered.

Malcolm Gear Designs created a new visual identity for the Vanderbilt university. The design studio integrated two symbols that have been long recognized with the university. An oak leaf representing strength and steadfastness and the acorn which is the seed of knowledge. They also reflect the school's status as an active arboretum. The new identity is witty, good looking and works across a range of touchpoints. (Airey 2010, p. 28-29)



## ADAPTABILITY

Remember your logo has to be applicable to different touchpoints. You have to think small. Your logo might have to be communicated on pens, zippers and other applications that require a small dimension of the logo. It has to work at a small size without losing its details and the only way to accomplish this is to keep it simple. When Rethink communications and Nancy Wu were tasked to create a new identity for Sugoi, a technical cycling apparel company from Canada, they created an icon that embodies boldness, energy, quality and technical innovation. It symbolizes a stylized s-shaped figure, that is striving ahead, communicating the brand's forward momentum. It can be adapted to several touchpoints small and large. It works great as a zipper pulltab. (Airey 2010, p. 34-35)



## DISTINCTIVE

A truly great design is something that sticks to your memory after a quick glance at it. Remember the last time you were sitting on the bus and you drove by a big billboard. A quick glance is all the time you get to make an impression. This means you have to make sure it is distinctive and easy to remember. When design agency SomeOne created the new mark for the Newspaper Marketing Agency (NMA) they created a bold, simple and relevant mark. This may seem simple but it is a distinctive and complex mark that will definitely stand out. (Airey 2010, p. 30-32)



## EDUCATION GROUP ZRINSKI

The design brief is the first step of the process. The brief includes basic information such as the name of the company, business sector (market), location, type of company, services and products and information about the competition. After the initial information is gathered it is important to focus on the ground details of the logo. Important things to ask are who will use the logo, what kind of character should it have, what values is it based on, what is the essential information for the logo and of course what does the client want? (Airey 2010, p. 42-46)

### THE BRIEF

**Name:**

Education Group Zrinski

**Institutions:**

Innovation and Development Center Zrinski, University College Nikola Subic Zrinski, Open University Petar Zrinski and Private Grammar and Economic school Katarina Zrinski

**Location:**

Zagreb, Croatia

**Business:**

Primary business is education with an entrepreneurial approach. They have different programs within project management, management consulting and economics.

**Brand values:**

Education for future, knowledge, team synergy, energy and journey

**Character:**

Cutting-edge, modern, innovative and international

**Competitors:**

Found in part two.

**Key areas:**

To incorporate the name in the logo. Highlight education and the entrepreneurial approach. Innovation and the use of simple objects. Quality education.

## BRAINSTORMING AND MINDMAPPING

After the design brief is done it is time to start mapping the essential areas you will focus on. In this case the logo has to represent quality, entrepreneurship and the organization. From a design and brand perspective it also has to be simple to ensure versatility and make it recognizable. A too complicated logo will not stick. It has to be relevant to the business but also the culture and region. It has to be adaptable and work across a wide range of touchpoints from businesscards to digital media. Last but not least it has to be enduring. Trends may have an impact on choices but a lasting logo has the ability to cross cultures.

### Image to the right:

A quality education is something that today is rare, requires a lot of knowledge and sometimes but not always is expensive. Diamonds and stars represents quality and knowledge. To understand and discover stars you need extensive knowledge and research. Diamonds are rare, they are expensive and they are the ultimate representation of quality.

Entrepreneurship is simply learning by doing. It is about failure and success. Learning from mistakes. You never give up because when you fall off the horse you get back up and try again. It is a spiritual journey that people all over the world take because they want to make a change. It is freedom, you are the one in charge and you are the one creating your own path. Nature, mountains and hills are entrepreneurship. To journey over mountains and landscapes requires guts, endurance, getting back up and never giving up. That is entrepreneurship.

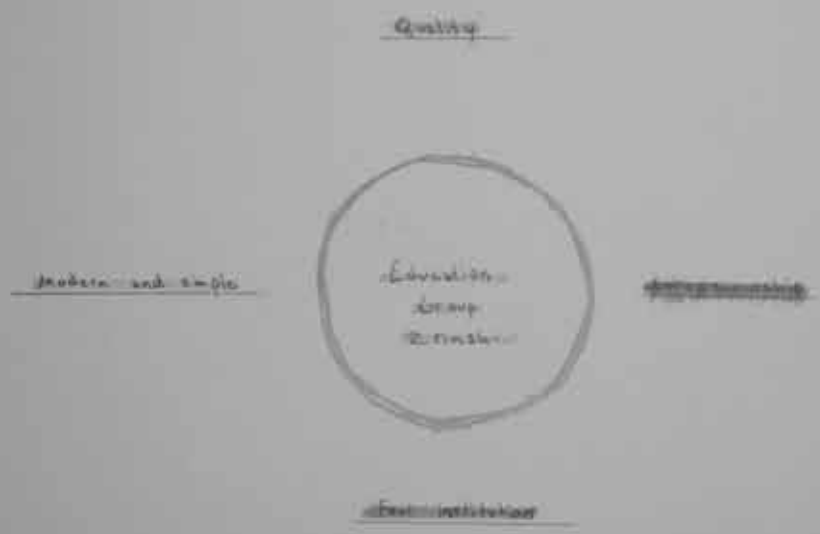
The organization in the middle. It is important the organization is represented. Education Group Zrinski is divided into four institutions. These will be visualized through 4 simple objects in the logo.

Since it is hard to incorporate the whole name, it was chosen to focus on the letter "Z". It will be a simple and innovative approach. Because of the narrow focus it will be possible to design a logo that will work across a wide range of touchpoints.



- Use of simple shapes  
→ Has to have a meaning
- Used across a wide range of demographics
- Incorporate the name

Z RINKI



- Learning by doing
- Failure & success
- Freedom
- Stand out easily
- Different
- Journey  
→ Orleans Future



- Innovation and development center Zurich
- University College Zurich Swiss Zurich
- Open university Peter Zinkli
- Private grammar and Economic school Matthias Zinkli

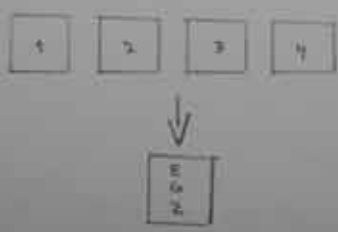


Image 62. A mindmapping exercise to identify and clarify the essential components for the new mark. (Lindell 2013)

Image 63 (p. 95). Mountains in Austria. (Tiroberg 2012)

Image 64 (top). Canadian mountains, Alberta lake. (Wallpaperskoe 2012)

Image 65 (bottom left). The Haa Valley in Bhutan. (Wikimedia 2012)

Image 66 (bottom right). Illustration of mountains in the winter. (Fullhdwpp 2012)





#### RESEARCH AND IMAGE ASSOCIATION

After the initial brief, brainstorming and mindmapping, research was conducted. From the initial brief and mindmap essential information is used in this step. It is important to create a link between the information and images (illustrations, photos, sketches etc.). These images will be the foundation of the logo. You need to find inspiration and material to work with.

#### Images to the left:

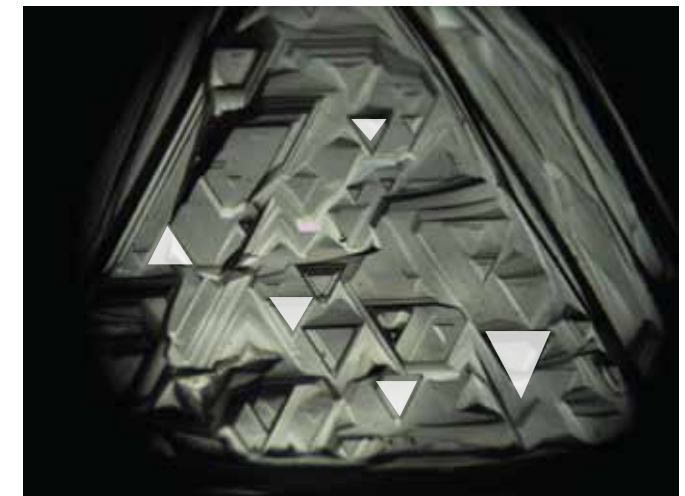
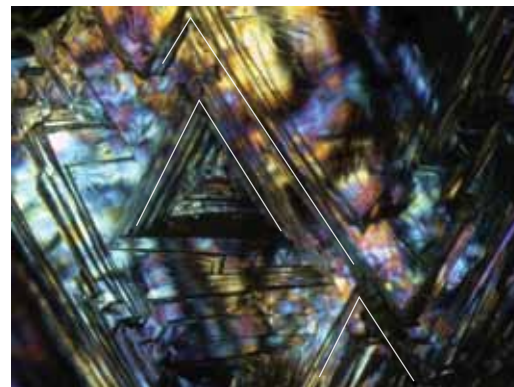
Nature, mountains and hills are entrepreneurship. To journey over mountains and landscapes requires guts, endurance, getting back up and to never give up. That is entrepreneurship. In the images to the left you can see the illustrated triangles that are found all over the mountains and valleys. These are simple objects that represents the journey. These are simple yet complex objects that can be adapted in a logo. They will be the foundation of the logo design.



A quality education is something that today is rare, requires a lot of knowledge and sometimes but not always is expensive. Diamonds and stars represent quality and knowledge. To understand and discover stars you need extensive knowledge and research. Diamonds are rare, they are expensive and they are the ultimate representation of quality.

Images to the right:

As you can see the same patterns appear in the diamonds. Triangular shapes in small and large sizes. These triangles of unique stone create beautiful diamonds. Same patterns are submerged in the pictures of the environment and the diamonds. The triangular pattern will be the base of the design. It is important to associate the words with images to get a clear picture. When this is done you can move on to the sketching phase.





*Image 67 (p. 98). Small diamonds. (Zimbabweelection 2011)*

*Image 68 (top). A diamond. (Wikimedia 2012)*

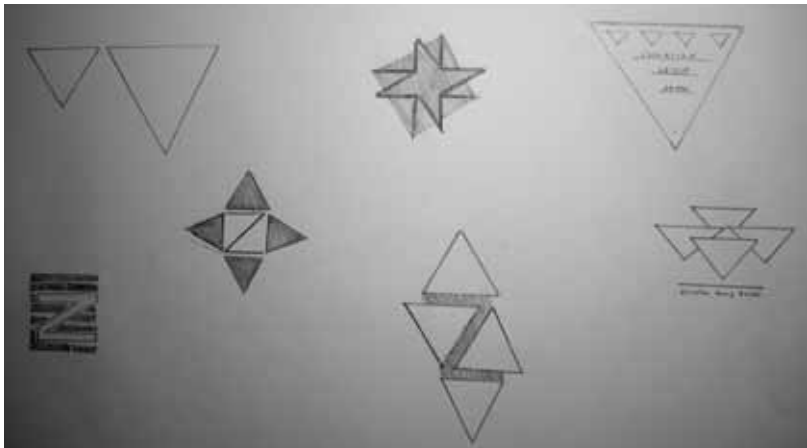
*Image 69 (bottom left). A gemstone. (Mikrol 2012)*

*Image 70 (bottom right). A rough diamond. (Photobucket 2011)*

## SKETCHING

Through sketching by hand you will have much more freedom when translating your thoughts. It is easier and a lot less restricting than using a computer. Keep an open mind and do not limit yourself during the process. Come up with as many ideas as possible before you turn to the computer.

Below are some of the initial sketches. Take time and create as many different options as possible. Incorporate as much detail as possible. These sketches will be your guide to finalizing them on the computer.

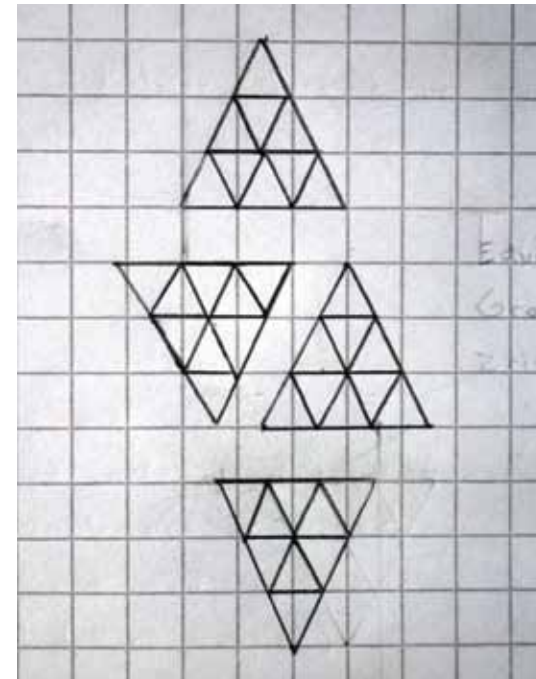


## FINAL SKETCH

The main element is the letter "Z" incorporated in the negative space. The letter represents the whole organization. It allows a lot of freedom and possibilities. This mark by itself represents the organization, and it is not necessary to add the name with a typeface.

The four larger triangular patterns represent the four individual institutions at the Education Group Zrinski. They also portray the journey of entrepreneurship because of the way they point. It is always a battle that is up and down.

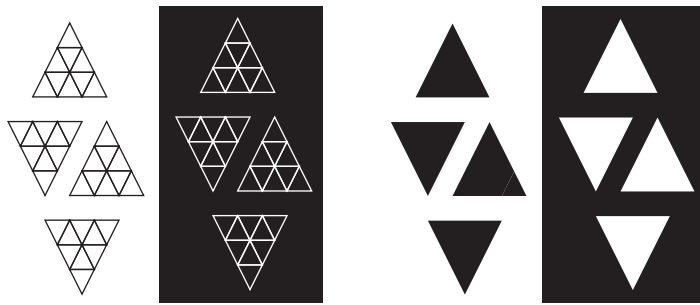
To add some depth to the logo small triangular patterns were added within the larger ones. It gives the logo a distinctive and unique look, at the same time representing the quality education of the organization.



## ILLUSTRATION

It is important to create an outlined and black and white version before turning to color application. First of all it has to work across a wide range of applications and in some situations you might not have the luxury of using color. That is why it is important the logo communicates the same message even though it is in black and white. Color might also bias a client's ability to focus on the form and ideas that the logo communicates.

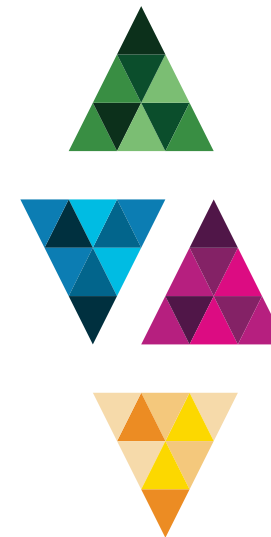
Below is the outlined version of the logo as well as the black and white version. It's important at this stage the detail of the logo is spot on.



## APPLYING COLORS

When the logo is finalized and approved by the client, add color. To add some depth to the logo, the secondary colors were used. The interaction of the different hues makes the logo fresh and fun. It becomes recognizable and distinctive and certainly stands out from the competition.

The new logo is innovative and leaves room for interpretation. Because of the depth of the hues and the use of the negative space, the customer will recognize the underlying message and create a lasting memory.



## IDENTITY GUIDELINES

The main typeface is the Meta pro collection. This typeface is used for marketing material for example posters and businesscards. It is also used as headlines and sub headlines in for example brochurers. When creating long texts a serif typeface will be used.

### FF Meta pro collection

a b c d e f g h i j k l m n o  
p q r s t u v w x y z

Aa Ee Rr  
**Aa Ee Rr**

Main colors for the organization. The green is representing the Private grammar and Economic school Katarina Zrinski, the bright blue is for the University College Nikola Subic Zrinski, the magenta is for the Open University Petar Zrinski and the rich orange for the Innovation and Development Center Zrinski.

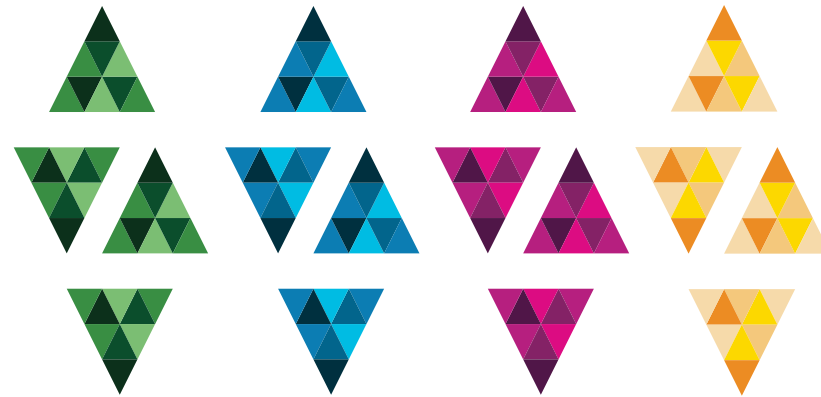
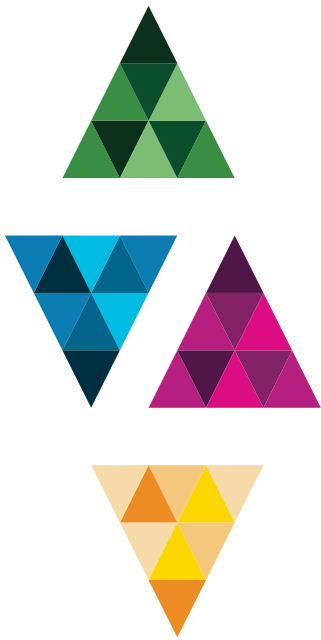


COLORS	CMYK	RGB
Green	C55 M3 Y73 K0	R123 G190 B115
Bright blue	C69 M2 Y6 K0	R0 G188 B227
Magenta	C8 M100 Y9 K0	R220 G12 B130
Rich orange	C4 M53 Y100 K0	R236 G140 B35

Secondary colors for the organization. These are provided to add an extra level of depth to the production of marketing material. It is important to use these special hues when creating material.



COLORS	CMYK	RGB
S Green 1	C84 M51 Y86 K67	R13 G48 B27
S Green 2	C89 M42 Y92 K45	R11 G78 B44
S Green 3	C80 M21 Y100 K7	R57 G142 B67
S Bright blue 1	C96 M70 Y52 K52	R0 G48 B63
S Bright blue 2	C93 M56 Y27 K7	R2 G101 B40
S Bright blue 3	C85 M43 Y11 K0	R12 G125 B179
S Magenta 1	C67 M99 Y40 K39	R80 G22 B72
S Magenta 2	C50 M100 Y31 K13	R132 G34 B102
S Magenta 3	C30 M100 Y13 K0	R182 G31 B127
S Rich orange 1	C2 M12 Y100 K0	R253 G216 B0
S Rich orange 2	C4 M22 Y59 K0	R244 G200 B124
S Rich orange 3	C3 M14 Y36 K0	R246 G217 B170



PART 5

TOUCHPOINT APPLICATION

# CHOOSING TOUCHPOINTS

Choosing the right touchpoints is as hard as creating the fundamentals for the brand. It takes time and resources. It is important to focus on the essentials. (Wheeler 2013, p. 164)

What are the most valuable channels and media for you? Where will you reach your audience? Think about similar questions and discover which touchpoints work for you. A brand identity program has to be unique, distinctive and fresh. It has to express itself across all applications. Whether it is a digital media such as Facebook or a printed brochure they need to work in harmony. Every touchpoint has to communicate the same message. You need to carefully make sure the design has the right balance between flexibility of expression and consistency in communications.

Before entering this part it is important to ensure that final testing of signatures, typeface families, color palettes and other visual elements has been done and decided about. (Wheeler 2013, p. 164)

## ESSENTIALS

It is important to communicate the brand personality while aligning it with the positioning strategy. Make sure the system will work across every touchpoint. When creating a lasting application design you have to understand the target customer otherwise it will not be a lasting design. Always remember to pay attention to the details, a design can be good but to make it great you always need to ensure a design with great quality. Last but not least have your competition in the back of your mind. Make sure you differentiate yourself from them.

When creating your designs always remember it is about the big picture, the big idea. Ensure the same message across every channel. While creating new applications always be open to new opportunities and discover new ways to communicate to your customer. Visual communication is a continuous process that never ends. It is about exploring and discovering and creating a lasting memory. (Wheeler 2013, p. 164)

## IMPERATIVES

To create a lasting and distinctive identity you need to discover and seize every opportunity. A unified visual language is important to ensure a consistent message across the brand. Always produce real applications to ensure the consistency. If an application is not aligned with the brand strategy do not show it in public.

Think about your strategy and how you will launch new media and start with media that gives you the highest visibility and reach. Your new applications have to be constantly monitored and updated.

Sometimes you cannot do everything by yourself. If you need help with a concept, ideas to new applications or just someone to collaborate with, find and identify external experts to work along with. It is never wrong to ask for help, on the contrary it is a smart move when stuck.

Quality cannot be emphasized enough. Every single detail has to be in place when releasing anything. It does not matter if it is an e-mail, a brochure or a nation wide campaign. Ensure a high level of quality. Be obsessive about it! (Wheeler 2013, p. 165)



Image 71. Website design by Soppo and a poster design by Olly Moss.

# WEBSITE

A website is alive, it breathes and it needs constant nurturing. It needs care over time and has to be constantly updated. It is the essential part of your online identity. Your goal is to keep customers coming back and the only way they will is through engaging content and a consistency across the site. You need to create a unique experience for the customers. (Wheeler 2013, p. 166)

It is crucial to make a first good impression. Your website has to be easy to navigate, great looking and engaging to the customer. If your website is boring and like a labyrinth you will probably not have a lot of repeat visitors. You have only a couple of seconds to retain your customers when they visit your website. Important information that needs to be shown right away is for example contact information, what your business is about and who you are.

As stated above, you only have a few seconds to engage your visitors. You need to harness the power of simple language and a clear visual identity. Make your website usable and customers will be coming back. You need to have a website that is loading quickly, where you find the necessary information fast and a way for customers to share the site with their friends and colleagues.

Take advantage of search engine optimization (SEO). If you are not doing that you are cutting off almost all possibility for organic traffic and the chance someone will encounter your brand weakens. Make sure you generate a site map, and that your title tags, heading titles, and site description is filled out.

Be genuine. You have to be yourself online and connect with your customers. Use up-to-date images and content. Create an innovative culture that your customers can engage in and foster. To retain this culture you need to engage with your customers and make sure your customer service is working as intended.

Today a website for a PC or Mac is not enough. You need to be mobile. Create designs for three screen sizes: PC, smart phone and the basic phone. (Wheeler 2013, p. 167)

Remember a website is meant to constantly grow. You should never stop renewing and redesigning your website. Identify clear and realistic brand and business goals for your website so that you have numbers to optimize against when you go live. Tools such as Google analytics are great to track your traffic and keep weekly reports on your progress. Never stop and make sure you are relentless in your pursuit of delivering an optimal user experience, because after all it is all about the users.

When you create a website and make decisions remember the goals, needs, key messages and brand personality. It is important that you focus on the present but also the future. What kind of future growth might be in store? New platforms and devices might emerge, you need to be ready for these.

When creating a website you start with the content then you move on to the actual design and structure of the site. Remember to write the content for the web, it might differ from other material. Never force content. If it is not needed, leave it out.

Constantly improve your site. Remember it is never perfect, there is always room for improvement. Improving and adding new features to your website will also give users a reason to return.

At every step of the way remember to ask yourself is your message clear, is the content accessible and necessary and is the experience positive? (Wheeler 2013, p. 167)



Image 72. A digital product studio who designs digital products and services with the world's leading brands from studios in New York, Malmö and London. They invest heavily in their people and culture, retaining and developing the best design and engineering talent in the game. Their website uses a background image with big letters. The layout is simple and uses fresh colors. (Ustwo 2013)



Image 73. A textile company created by entrepreneurs and artists. They create unique sweaters, polo shirts and t-shirts for universities. Both for women and men. They have colorful and vibrant website with a one column layout. It's a very simple but yet attractive design. (Aroe 2013)



Image 74. Media temple is a web hosting agency. They have been in business since 1998, on a mission to help web developers, designers, digital entrepreneurs, and innovators bring their ideas to life online. Their website has a simple layout with a clean dropdown menu. It's very responsive and easy to navigate through. (Media Temple 2013)

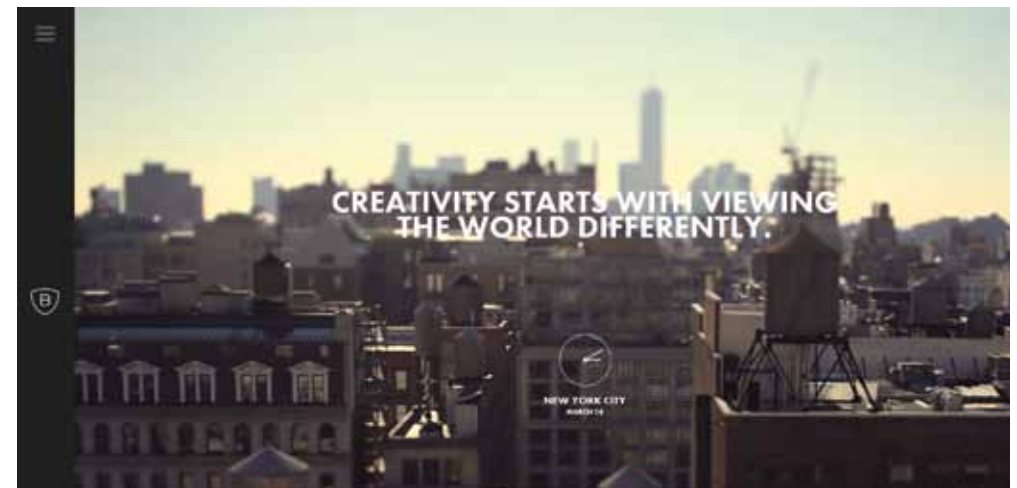


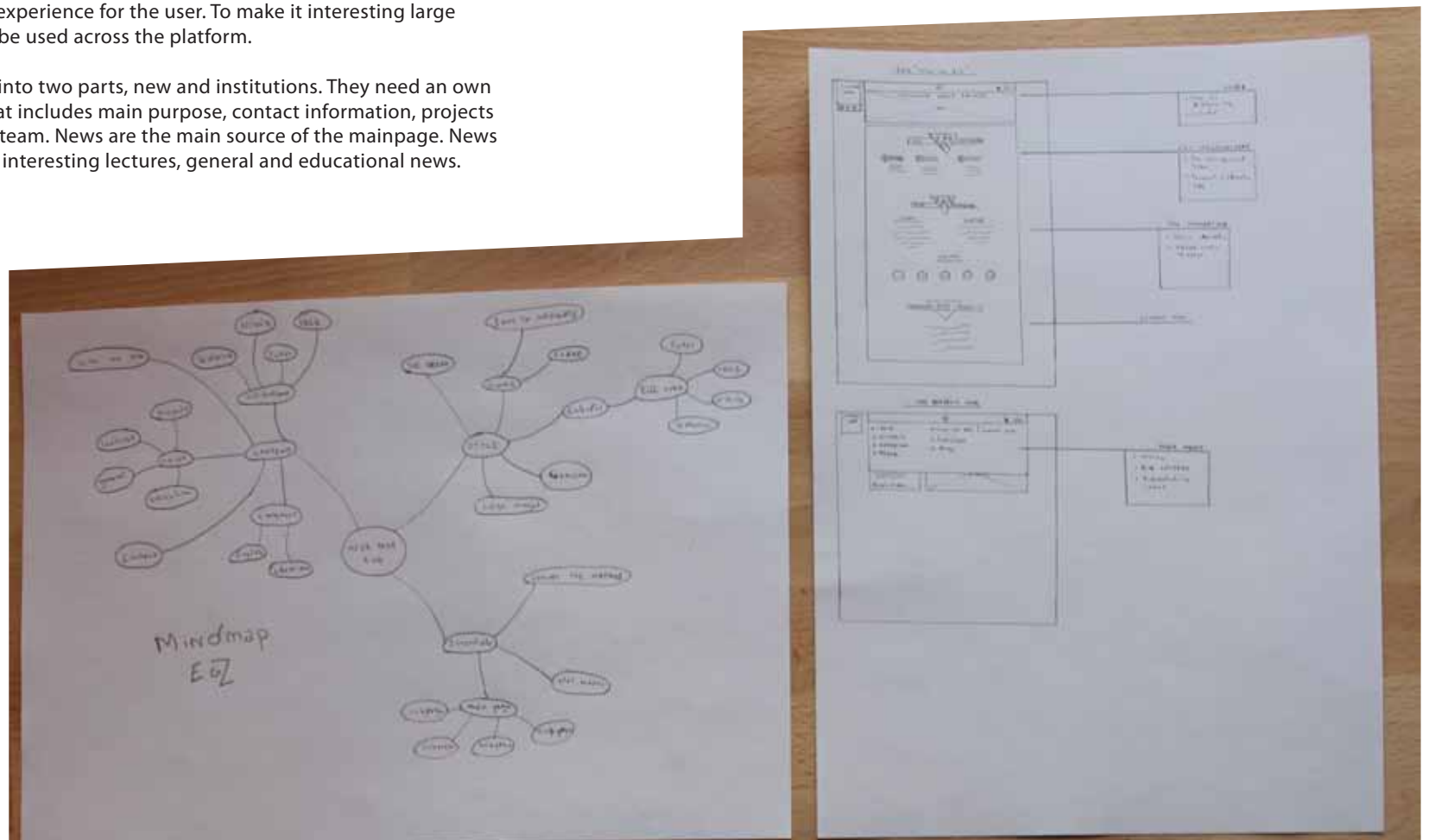
Image 75. Bienville Capital Management is an investment management and advisory firm working with select clients who subscribe to their unique approach. Their website is responsive with one slider to the left. Clear website with dark colors. (Bienville Capital Management 2013)

## EDUCATION GROUP ZRINSKI

The main online platform for the Education Group Zrinski is their website. To create a unique experience for the user they need a new website. They need a website that is simple and genuine combined with the right content.

The style of their new website will be simple and clear. It has to be accessible and easy to navigate across. A theme that is bright, colorful and unique. It has to be genuine to ensure a unique experience for the user. To make it interesting large images and typography will be used across the platform.

The main content is divided into two parts, new and institutions. They need an own page for every institution that includes main purpose, contact information, projects and information about their team. News are the main source of the mainpage. News will include project updates, interesting lectures, general and educational news.



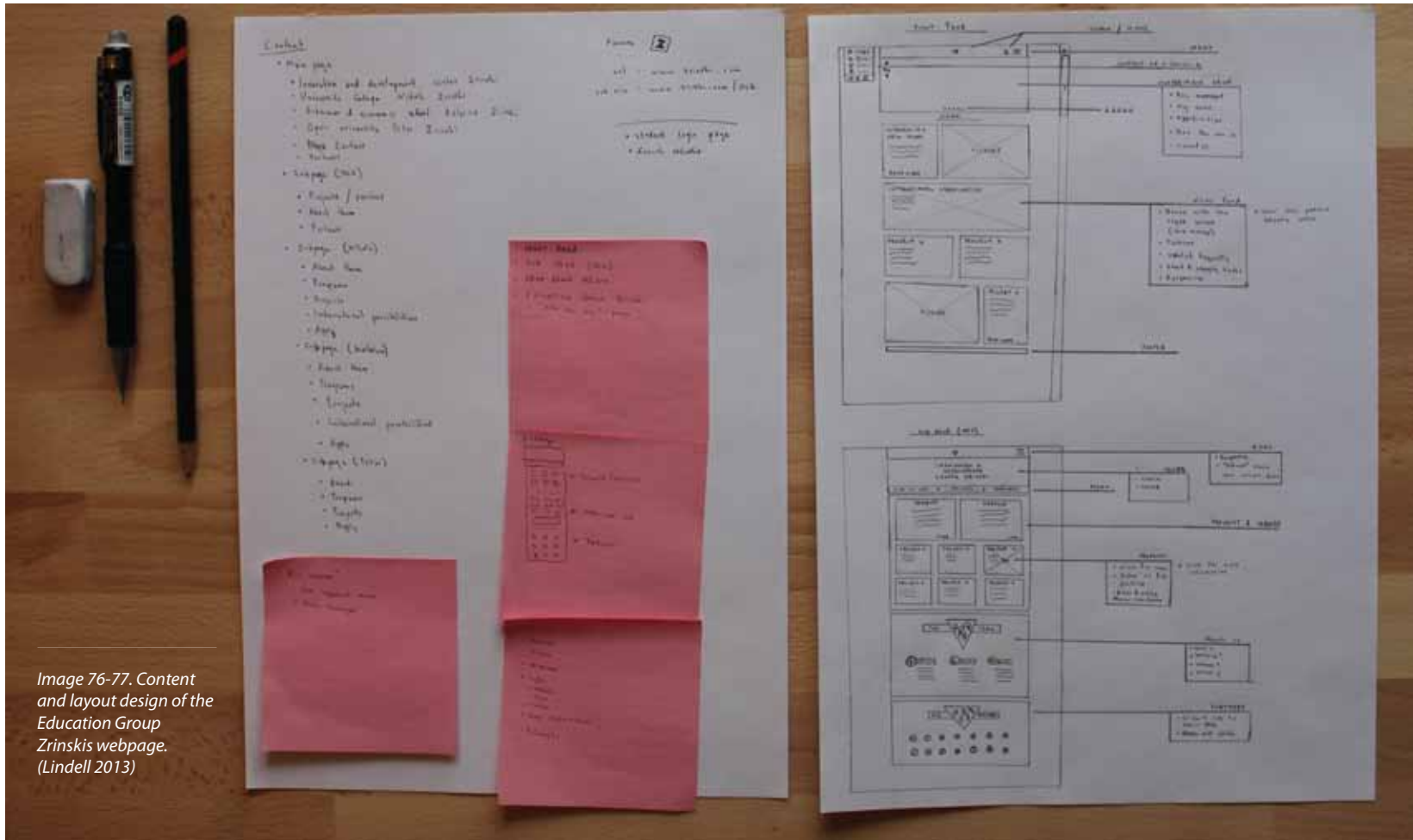


Image 76-77. Content and layout design of the Education Group Zrinskis webpage. (Lindell 2013)



## International possibilities

University College Nikola Subic Zrinski offers unique, international opportunities for its students. This is a wonderful opportunity to gain international connections and discover new possibilities.

### Project 'SCORE'

Project SCORE aims to promote cooperation between schools in Italy, Hungary and Croatia, through establishing a common platform and school cooperatives, as well as the new way for combining theory with practice in vocational schools.



### Coffee with Madi Sharma

We had the honor and opportunity to meet and sit down with Madi Sharma. She is an entrepreneur, business woman and an international expert. Born in India, renowned businesswoman Madi Sharma runs the Madi Group, a group of private sector and not for profit companies with a philosophy to create innovative ideas tailored to local action, which can achieve global impacts beneficial to society.



### Student project with Croatia

Students from the University College Nikola Subic Zrinski and from Finland, Novia University of Applied Sciences has teamed up with Croatia to find out possibilities to expand to Finland.



## Innovation and Development Center Zrinski

We focus on lifelong learning for entrepreneurship, preparation and support, competing projects associated with the demand of business and education sectors and we have an interdisciplinary approach to research and development. We aim to become an internationally recognized center of excellence.

Who we are

Projects & services

Partners

The

Team



Ivona Pavelic

Ivona is currently the principal of Open University Petar Zrinski. She has been working at the Education Group Zrinski for 3 years and was assigned principal almost one year ago.

Marina Nikolic

Marina is the current marketing manager for the Education Group Zrinski. At the same time she conducts projects and holds courses in marketing for University College Nikola Subic Zrinski.



Martina Ferk

Martina is the director of the Innovation and Development Center Zrinski. She is also a lecturer at the University College Nikola Subic Zrinski.

Zvezdana Posavec

Zvezdana is the project manager the Innovation and Development Center Zrinski. She has been a part of several international and national projects.



### SCORE

Project SCORE aims to promote cooperation between schools in Italy, Hungary and Croatia, through establishing a common platform and school cooperatives

### iDEA Lab

The general objective of the project is to advance employment and self-employment potential of graduates from WBC.

### Competent to do...

The aim of this project is transfer, adaptation and improvement of training programmes for women prisoners and ex-prisoners.

### EntrepreneurSHEp Croatia

10 motivational seminars with the participation of 408 women, five start-up workshops were held with the participation of 215 women.

### B-WCo

This project is based on the longstanding cooperation and work between the participating organizations on their common aim for supporting the Women Business Qualification and competitiveness in the labor market.

### Developing skills for future jobs

One of the goals of the project is the formation of a network of professors and students and the creation of a network advisory group for employers.



- ▲ Innovation and Development Center Zrinski
- ▲ University College Nikola Subic Zrinski
- ▲ Grammar and Economic School Katarina Zrinski
- ▲ Open University Petar Zrinski
  
- ▲ Who are we?
- ▲ Contact information
- ▲ Partners



#### Coffee with Madi Sharma

We had the honor and opportunity to meet and sit down with Madi Sharma. She is an entrepreneur, business woman and an international expert. Born in India, renowned businesswoman Madi Sharma runs the Madi Group, a group of private sector and not for profit companies with a philosophy to create innovative ideas tailored to local action, which can achieve global impacts beneficial to society.



#### Student project with Croatia

Students from the University College Nikola Subic Zrinski and from Finland, Novia University of Applied Sciences has teamed up with Croatia to find out possibilities to expand to Finland.

## FRONT PAGE

To create a unique experience for the user the layout of the front page is of a very simple design. It consists of large images and typography to engage the user. The header consists of key messages and engaging news. The news feed is the central part of the front page, it is responsive and has constant updates.

## SUB PAGE

The sub page is a static page that contains information about the institutions. It contains basic information such as projects and services, partners and information about the team.

## DROP DOWN MENU

A large drop down menu with the essential information.

## BRAND IDENTITY

To ensure the brand message is communicated across the different platforms its important to use the right color combinations, typography and image application. The design of the website is simple, effective and engaging.

# BUSINESS CARD

A business card is a marketing tool that is small and portable. It will have a great impact on you and your company. To give the right impression it has to be carefully designed with high quality and intelligence. (Wheeler 2013, p. 172)

A business card represents your organization's personality. After your first chat, the business card will be the first glance at your identity. When you design a business card it has to be unique and have an engaged delivery. A poor quality card can damage your reputation even after the best presentation or persuasive conversation. It requires sensitivity as its purpose is to follow up with someone or something. Aesthetics are an important aspect when designing the business card. Sean Kinney, the owner of Digital Fresh, a New York City-based marketing and communications firm, says that design is 90 percent of the battle and delivery a mere 10 percent.

To design an effective business card you need to make it memorable and sharable. It is important to showcase your company and make it as unique as possible. If your card does not give a strong impression about your company, about who you are it might even not be necessary to have one. If you want your business card to be unique and stand out you can for example use different material, shapes or scents. To make it memorable you want the business card to reflect your business in an engaging way. What you essentially want is to typify or convey through a story what it is that someone can expect when they follow up with the person on the card.

When you design your business card, at some point you need to decide what to include on your card. The basic essentials that are important are name, company name, phone number, website and e-mail and logo. A physical address is not as important as it was before; though that depends on your industry and sometimes you might want to have it there. Some key points to remember: Do not place text over images but if you include images make sure to keep them simple. Always avoid shading, italics and underlining, it does not look good and you are not smart for using it. Always use a clear, readable font.

Make sure there is enough space between different lines on the card so they remain legible. Some things you might want to avoid. Do not be cheap. If you are not willing to invest in your business card it will look unprofessional and it can damage your reputation. Do not use templates; these will give an unoriginal impression. Do not overcrowd it; just include the essential information necessary for your business. At the end it is all about keeping it simple and unique. (Spiro 2010)

## THE PROCESS

You need to clarify your position. Go through your goals, competitive audit, internal audit and understand your brand hierarchy. It is important you are familiar with the brand identity.

What kind of need is there? Think about the end user, who will use it and when is it needed? What kind of information do you need on it? Depending on the user the critical information can change. Also think about who in the organization needs it.

Create the content needed for it and make sure everything is ready. All the essentials have to be in place, such as taglines, contact information and position in the company.

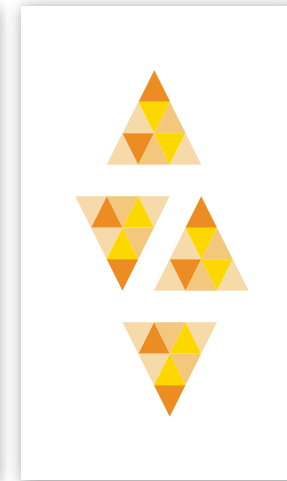
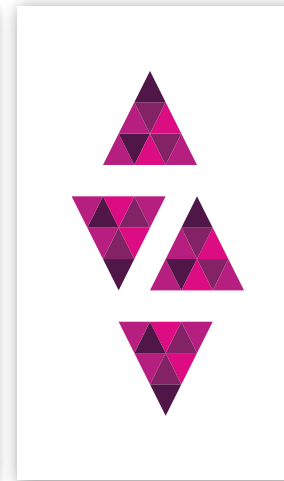
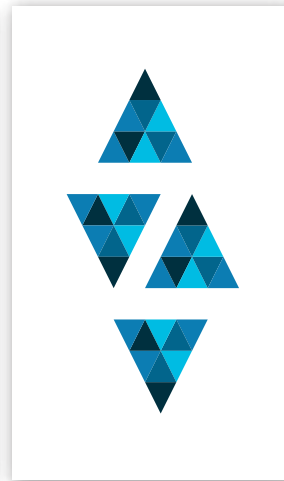
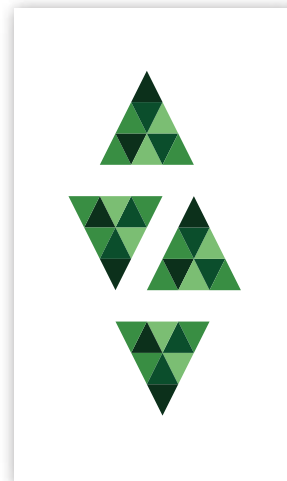
Now it is time for the design. Make sure to use the actual size of the businesscard. Use real type and develop your colors. Remember a businesscard has a back. Do you want to use both sides or one? Depending on the former or latter the design will change.

When you have finalized the design choose paper. Consider weight, color and shade, quality, availability and the appropriate surface. Think about the experience of different options. Make sure you choose the right one for your company. Experiment.

If you want to give your business card an extra touch you can consider using different production methods such as engravement, using a letterpress or maybe use a watermark. There are hundreds of different options. Find out what suits you. Remember you do not need one but it might suit your brand. (Wheeler 2013, p. 172-173)



*Image 78. Skovin is a supplier of high-end wood flooring for the private market. They used wooden floor to insipide the visual platfor. Instead of paper they used actual wood for the business card. A very unique and distinctive method. (Heydays 2013)*



**Education Group Zrinski**  
Maja Quien

+385 1 3647 098  
maja.quien@zrinski.org  
www.zrinski.org  
Selska Cesta 119, ZAGREB 10110

**Private Grammar and Economic School Katarina Zrinski**  
Maja Quien

+385 1 3647 098  
maja.quien@zrinski.org  
www.zrinski.org  
Selska Cesta 119, ZAGREB 10110

**University College Nikola Subic Zrinski**  
Maja Quien

+385 1 3647 098  
maja.quien@zrinski.org  
www.zrinski.org  
Selska Cesta 119, ZAGREB 10110

**Open University Petar Zrinski**  
Maja Quien

+385 1 3647 098  
maja.quien@zrinski.org  
www.zrinski.org  
Selska Cesta 119, ZAGREB 10110

**Innovation and development center Zrinski**  
Maja Quien

+385 1 3647 098  
maja.quien@zrinski.org  
www.zrinski.org  
Selska Cesta 119, ZAGREB 10110

# SOCIAL MEDIA

The rules of social media are simple, and if you ignore them you risk the fate that befell those who ignored the telephone in the late 19th century and the Internet at the end of the 20th. Make sure you respond and interact with your customer. Nurture your relationships and create an engaging experience with interesting stories. (Fass 2013)

Social media is a huge media channel in today's business. What you need to understand first is that it is not free and it will not bring immediate results. You need to invest time and knowledge to fully take advantage of it. First of all you need to listen and then talk. Pay attention not only to what your customers are saying about you. Follow up on you competition and take advantage of every opportunity you can. Listen to your customers and respond to them. Make sure they know they are heard.

Response is golden. A study showed that 60% of the big brands do not answer customers or prospects on Twitter, Facebook or other social media. This gives you a huge opportunity to take advantage of this. Make sure you respond to every single one, even if there are bad comments. If a customer complains do not delete the message, instead take this opportunity to explain what the problem is and give them your sincere apology. The problem is not when you make mistakes, it is when you do not say you are sorry. When or if you delete a message that a customer sent, it will send them a message that they are not important. After a while this will grow and grow and in the end it will hurt your business. Remember to respond in your brand voice whether that is with a serious, funny, modern or scientific tone.

Social media should not be about selling. It is about telling stories that captures the attention of the customers. For example, think about your beginning, personal leadership, customers whom overcome obstacles, employee challenges or other similar things. Talk about topics that can start a conversation and that are genuinely interesting and true to the customer. Telling stories is the next best thing you can do after getting your customers to tell your story.

Be yourself. You have to be authentic or the customers will not listen. If you try to be someone you are not customers will recognize this and in the end it will hurt your business and your brand. Authenticity is important not just on social media, but on every level, touchpoint and meeting you have when you represent your brand and yourself.

Be grateful and appreciative. Make sure you thank your customers and partners. Show them you are truly grateful of their support and that you would not be here without them, and do this regularly. They are ultimately a part of your success and helped you and your brand achieve the position where you now are. (Allison Fass, 2013)

It is important that you have a consistency throughout all your touchpoints. This includes all your social media channels. It is important to make sure these portray a professional and modern business. You need to make sure you constantly update and monitor these channels. If you do not have the time to engage and update regularly it might be wise to consider the use of social media. It is also important to find the right channels for your business. Research is important, try to find social media channels that works for your business and use these regularly. Remember quality before quantity. (Fass 2013)



Image 79. Nike has a simple and recognizable layout. You can see their brand identity across every touchpoint. They use distinctive colors, marks and typography to increase the value of the brand and ensure a consistent experience across their media. (Nike 2013)

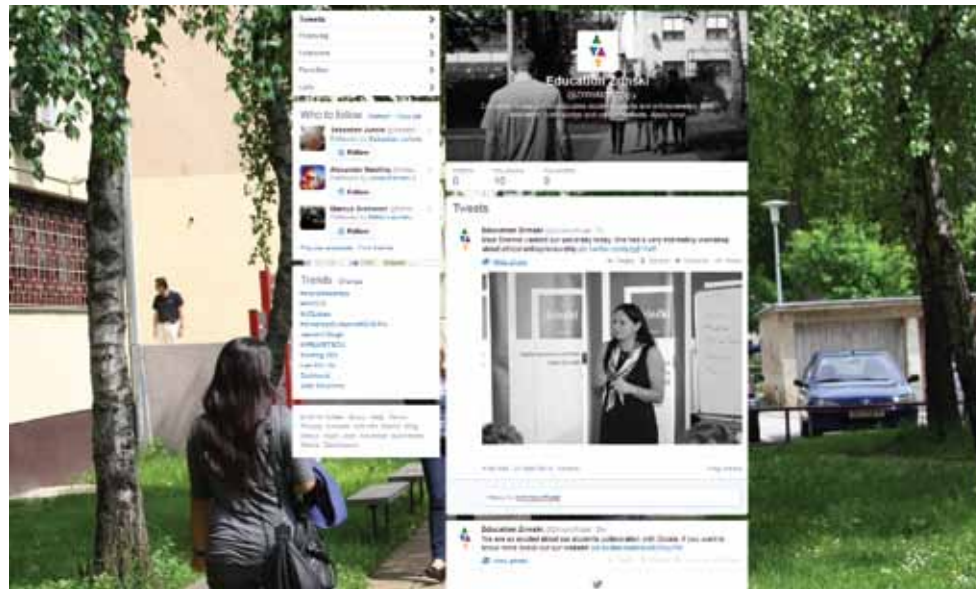


Image 80. The new design for Education Group Zrinski is simple, effective and recognizable. Using the brand's identity will ensure a consistent message across every touchpoint.

# COLLATERALS

Whether you are buying a car, computer, applying to a new school or going to the doctor, you will find collateral that tries to influence your choice. You want your collaterals to make your customers feel confident that they made the right choice. It is important that your collaterals are a unified system to increase your brands recognition. (Wheeler 2013, p. 174)

It is important that your collateral is unified so it can increase your brand recognition and create value for the brand. Information has to be understandable and help the customer with her/his choice. A carefully planned and executed collateral system will help your sales team sell and increase their flexibility. It is important to create system guidelines which are understandable. They need to be understood by a wide range of people such as managers, designers and other key stakeholders. Quality is a crucial part to give it that professional look. You need to be able to reproduce these materials on several different platforms while maintaining the quality. Make sure that you have enough information, but remember too much can overwhelm your customers and ultimately make them choose another product or service.

## CONSISTENT SYSTEM

Look at the big picture. Revisit your goals, competitive audits, functional needs and identify challenges. It is all about creating a system that has a unified message and is consistent across all media.

Use the brand identity guidelines. Create a cover system that you can use when creating new products. This should include a grid for your signatures, logo, content and visual applications.

Determine typography. Which kind will you use, will you have several typefamilies? Think about header, subhead, text and captions. A great tip is to use the typefaces provided by your brand guidelines. Same goes for color, create a system and define which colors are usable and evaluate the production methods.

What artwork will you include? Do you want photography, illustrations. What kind of elements will you include? Preferably use own images, make sure they are unique and add value to the work. (Wheeler 2013, p. 174)

Specify what kind of paper you want to use. When choosing paper, remember to think about its functionality, opacity and feel. Different solutions require different methods.

Develop prototypes. Remember to use real copies. Make sure the system is flexible and consistent. This is the final stage before executing the products. Make sure everything works together.





Image 81. Creating unique and distinctive collateral will increase your brand recognition. The following touchpoints are carefully created material by different designers.

**Education Group Zrinski**





**Knowledge**





**Team Synergy**

**Education for future**

**A journey**

**Full of Energy**

 +385 1 3647 098  
 info@zrinski.org  
 www.zrinski.org  
 Setka Cesta 119, ZAGREB 10110

 +385 1 3647 098  
 info@zrinski.org  
 www.zrinski.org  
 Setka Cesta 119, ZAGREB 10110

+385 1 3647 098  
 info@zrinski.org  
 www.zrinski.org  
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With an own unique style, that is fast and dynamic we have created a special work environment

We work in innovative surroundings, and are always looking for new tools and methods to improve their education.

We believe sharing knowledge and success is a part of growing.

We're a team of independent, great, fun people who can rely on each other.

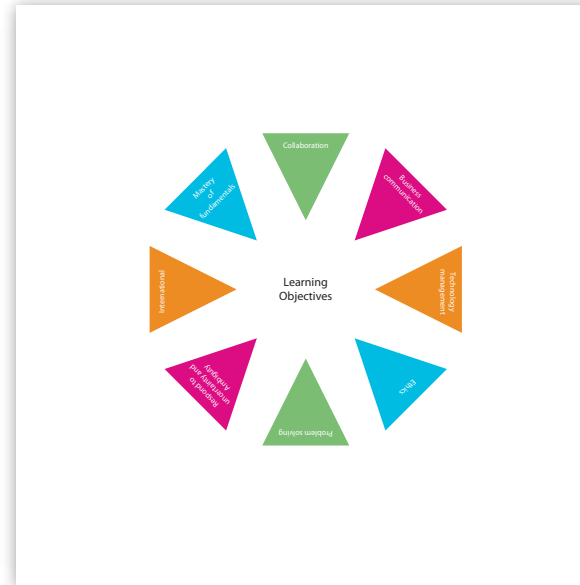
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- Modules**
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  - ▼ Managerial Accounting
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  - ▼ Action Planning and Decision Making
  - ▼ Business Management & Leadership
  - ▼ Project Management
  
  - ▼ Management consulting & Business ethics
  - ▼ Change Management
  - ▼ Project Management phases
  - ▼ Project tools and techniques
  - ▼ Project risk and Project quality management
  - ▼ Managing Outsourced Projects
  - ▼ Managing the Project Organization
  - ▼ Project Work
  - ▼ PMP Preparatory Course

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**Stage 1**  
  
**Stage 2**  
  
**Stage 3**  


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We focus on lifelong learning for entrepreneurship, preparation and support, competing projects associated with the demand of business and education sectors and we have an interdisciplinary approach to research and development. We aim to become an internationally recognized center of excellence.



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info@idcz.org  
www.zrinski.org/idcz  
Selska Cesta 119, ZAGREB 10110

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To ensure our students receive a great education we offer them a wide range of educational opportunities and experiences. Our studies are a mix of project work, individual courses and international cooperations.



+385 1 3647 098  
info@niz.org  
www.zrinski.org/niz  
Selska Cesta 119, ZAGREB 10110

PART 6

A REDIFIED BRAND

# A NEW IDENTITY

With the redefined brand identity the Education Group Zrinski will have a significant advantage towards their competition, but most of all, they have clarity across the organization regarding the brand fundamentals.

The new identity represents the organization and they now have a brand identity at the same level, or not higher than their competition. It will bring the organization together but also help the organization move forward. It is a fresh, funky and interesting new thing.

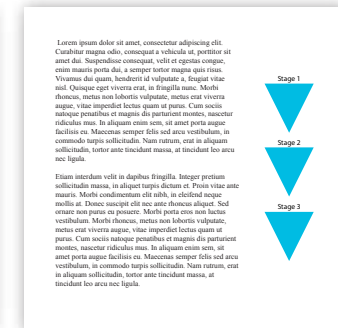
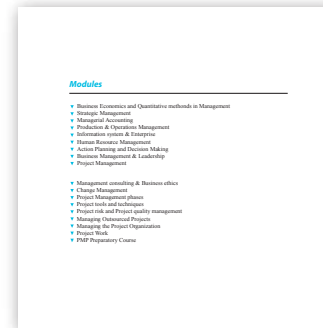
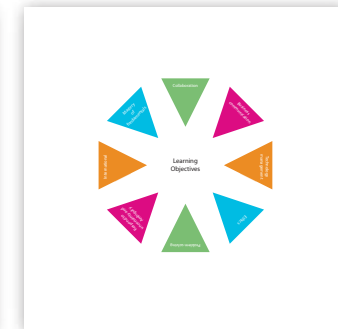
## UNIQUE, DISTINCTIVE, CONSISTENT AND MODERN

It is unique without a doubt. They stand out from the competition and have a brand that can compete with the rest. Their modern educational studies reflect the brand. It carries an interesting story and the new material reflects that story. Their message is clear and it will also bring the customers closer. It is now possible for customers to interact with the brand and express their own points of view.

The new brand is recognizable with its distinctive character and unique symbols. It catches the customer's attention. It has emotional value and it will enrich the whole brand experience. It creates new opportunities for the organization.

With new guidelines and a clear brand with the right fundamentals it will create a consistency across the whole organization and the brand itself. It creates a unique experience for the user and most importantly it will add great value to the brand.

It is up-to-date and does now reflect the organization. It has a fresh and cool look to it but at the same time has a deeper story behind it. It is important the history of the organization is embedded in the brand. It is playful and fun. It has endless possibilities. With the new identity they can create and let the brand evolve over time.



Education Group Zrinski

## International possibilities

University College Nikola Subic Zrinski offers unique, international opportunities for its students. This is a wonderful opportunity to gain international connections and discover new possibilities.

**Project "SCORE"**

Project SCORE aims to promote cooperation between schools in Italy, Hungary and Croatia, through establishing a common platform and school cooperatives, as well as the new way for combining theory with practice in vocational schools.

**Coffee with Madi Sharma**

We had the honor and opportunity to meet and sit down with Madi Sharma. She is an entrepreneur, business woman and an international expert. Born in India, renowned businesswoman Madi Sharma runs the Madi Group, a group of private sector and not for profit companies with a philosophy to create innovative ideas tailored to local actions, which can achieve global impacts beneficial to society.

**Student project with Croatia**

Students from the University College Nikola Subic Zrinski and from Finland, Nova University of Applied Sciences has teamed up with Croatia to find out possibilities to expand to Finland.

**Innovation and Development Center Zrinski**

We focus on linking learning to entrepreneurship, preparation and support company projects developed with the demand of business and education system and we have an interdisciplinary approach to research and development. We aim to become an internationally recognized center of excellence.

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With an open unique style that is fast and dynamic, we have created a special work environment.

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+385 1 3647 088  
info@edg.zrinski.org  
www.edg.zrinski.org  
Sibika Cesta 116, ZAGREB 10110

Private Grammar and Economic School Karlovca Zrinski  
Maja Quern  
+385 1 3647 006  
info@skz.zrinski.org  
www.skz.zrinski.org  
Sibika Cesta 116, ZAGREB 10110

University College Nikola Subic Zrinski  
Maja Quern  
+385 1 3647 088  
info@ucnzrinski.org  
www.ucnzrinski.org  
Sibika Cesta 116, ZAGREB 10110

Open University Peter Zrinski  
Maja Quern  
+385 1 3647 088  
info@open.zrinski.org  
www.open.zrinski.org  
Sibika Cesta 116, ZAGREB 10110

Innovation and Development Center Zrinski  
Maja Quern  
+385 1 3647 088  
info@idczrinski.org  
www.idczrinski.org  
Sibika Cesta 116, ZAGREB 10110

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Education Group Zrinski  
Maja Šušter  
+385 1 3647 088  
info@egz.hr  
www.egz.hr  
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Maja Šušter  
+385 1 3647 088  
info@egz.hr  
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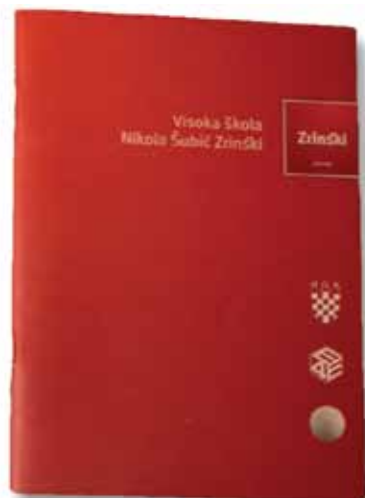
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Maja Šušter  
+385 1 3647 088  
info@egz.hr  
www.egz.hr  
Sibika Cesta 116, ZAGREB 10110

Open University Peter Zrinski  
Maja Šušter  
+385 1 3647 088  
info@egz.hr  
www.egz.hr  
Sibika Cesta 116, ZAGREB 10110

Innovation and development center Zrinski  
Maja Šušter  
+385 1 3647 088  
info@egz.hr  
www.egz.hr  
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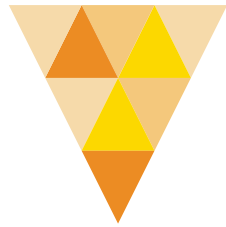
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Open University Petar Zrinski



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THE END