



WE ARE **GLOUCESTER RUGBY**

Heading:

Confidential:

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Design Consultancy:

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Gloucester Rugby Brand

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Gloucester Rugby

Brond

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2018 Entry

Brond



Gloucester Rugby Brand

In the summer of 2017, Gloucester Rugby commenced an intensive review of the brand and values. A full audit was completed of the brand and assets. This included interviews with the Gloucester Rugby Board, employees and players.

The project involved developing a new brand identity, a brand positioning statement, mission statement, brand values and brand guidelines for all future communications.

The sporting and rugby landscape is currently going through a dramatic period of change and growth. How fans of the future will consume and follow sport was a key consideration in why Gloucester Rugby needed to rebrand. Additionally, Rugby like many sports is facing challenges with an aging core fan base and a decision was made by the Gloucester Rugby Board that future-proofing the club to be ready to meet these challenge would be critical to the future success of the club as a business.

The Gloucester Rugby brand was seen as an intrinsic element in terms of the future success of the club and protecting the Club for future generations. Following many months of work, it was agreed that changes to the brand including the current Gloucester Rugby logo would be made. It was decided that there were to be no changes to the Club name - they remain Gloucester Rugby.

On 15 May 2018 Gloucester Rugby launched the new logo and brand assets at a VIP launch event that gathered together a wide range of stakeholders.

Over the summer of 2018 the new brand and logo was integrated across all Gloucester Rugby communications.

Martin St Quinton

Chairman, Gloucester Rugby

"To be a club at the top of the sport we realised we needed to have a gear change in terms of how we operated and the work on our new brand was key to these aspirations. The output of the work has been exemplary and feedback from all areas has been extremely positive.

"Naturally we were expecting a level of indifferent feedback due to the delicate nature of what we were doing but the results proved differently.

"We want to be progressive and successful in the future and what the brand development work achieved was a balance between the past and the future and provided us all with clear values and tools that will allow us to develop the Gloucester Rugby brand and allow us to communicate, serve and engage better with all our stakeholders and audiences."



+11%

Increase Twitter followers



+20%

Increase Instagram followers



+3%

Increase Facebook followers

+29%

Total live TV audience
vs last season

Total live TV audience
11.83 million

+40%

Increase in shirt sales against last year.
Sales over previous 3 years had
remained static.

• REDACTED CONFIDENTIAL DATA

92%

Membership retention
Prior year was 88%
Industry average is 86%.

Retention is up to 92% and starts to
rival lots of the top rights holders in
the country.

+22%

Average live TV Audience
vs last season

Average cumulative TV audience
>10 million

- Average cumulative audience in excess of 10 Million
- Average live weekend audience +29%

+18%

Rise in Club Membership year on year
REDACTED CONFIDENTIAL DATA

• REDACTED CONFIDENTIAL DATA

+8.1%

Rise in Club Membership net revenue
REDACTED CONFIDENTIAL DATA

• REDACTED CONFIDENTIAL DATA



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MARKET CONTEXT

At the end of 2016, the UK sports industry was buoyant; UK household leisure spend was on the rise and sports attendances had grown +2% (+1.1m attendees) year-on-year.

Changes in consumer behaviour and digital technology have helped accelerate this change but also present several challenges. The average sports fan follows their favourite sports team on 11.9 different platforms.

There is therefore an increasing competition for audiences' attention. Sport, and rugby, has a unique connection with passionate audiences that cannot be replicated elsewhere.

A description of the business being worked on:

Gloucester Rugby was formed in 1873 and has a rich heritage with a strong and loyal fan base. Kingsholm Stadium is the Club's home and is believed to be the oldest stadium in world rugby. The Club has never had an official nickname but during the 1950s became affectionately known as the 'Cherry and Whites'. Gloucester Rugby play in the Premiership - England's top division of rugby.

- Kingsholm Stadium Annual footfall is over 300,000
- Capacity of 16,100 for matches
- Passionate and engaged fans revered within rugby
- Home of 'The Shed' the most famous terrace in the country
- Unique venue offering conferencing, event space and hospitality
- Gloucester Rugby have 95 staff in the playing department / 35 administration staff (Finance, Operation, Commercial, Hospitality, Conferencing, Community)

PROJECT BRIEF

To develop new brand values and a new dynamic identity for Gloucester Rugby.

Key business objectives

- 1 To retain and increase number of Club Memberships (Season Ticket Holders)
- 2 To attract new and younger audiences
- 3 To future proof the brand for the digital world by developing brand assets that increase legibility, clarity and familiarity of the brand identity
- 4 To increase engagement of the fans on social media and digital channels.
- 5 To develop brand guidelines that provide consistency in the development of all brand communications and signage
- 6 To develop brand values and mission statement to drive positive future behaviours of all Gloucester Rugby employees
- 7 Improve collaboration between playing department and the staff at Kingsholm
- 8 Strengthen relationships with key sponsors and partners
- 9 Create a powerful brand that increases sales of replica shirts and makes production of merchandise more flexible

Upfront strategic thinking to develop the brief

- Interviewing key stakeholders across the whole business
- Creation of a survey for key members of staff in both Playing Department including players and Kingsholm Staff to complete
- Defining what the new brand needed to capture and communicate
- Looking at the brand from different points of view to work out how to communicate to each audience



Scope of the work delivered:

- Brand questionnaires and interview with key stakeholders
- Brand review
- Brand communications audit
- Brand values
- Brand positioning statement
- Brand identity
- 8 Gloucester Rugby product logos
- Brand Guidelines
Internal / External / Signage
- Animations of brand identity for all social media platforms, GRTV and TRY animations for big screen at Kingsholm Stadium
- Creation of a call to action statement aimed at engaging fans "Bring it on!"
- Rebranding and signage system for Kingsholm Stadium and Gloucester Rugby Training Ground
- Brand launch event 15 May 2018
- Brand launch video including filming, editing, sound, music and animation
- Brand launch photography
- 2018/19 Season Campaign to sell Club Membership
- Stationery for all departments
- Team Coach design





Considerations & challenges faced by Gloucester Rugby

- Future proof the Club by listening to and respecting stakeholders views about the history of the Club whilst focusing on the key business objectives
- Identifying the digital tools that Gloucester Rugby need for the future
- Executing the project within a tight time frame due to seasonal nature of rugby
- Delivering extensive brand development within tight budget restraints
- Creating a one team culture with a wide range of personnel with disparate roles and separated by geographical location
- Playing Department are ultimately a large cost centre with the other non-playing departments tasked with making the Club self sustainable
- Privately owned, financially self sustainable business but treading water performance wise. Currently loss making.
- Heartland rugby club with perceived strengths of being atmosphere, rugby traditions with a local feel
- Very little emphasis on innovation and creating unique content
- No strategic direction to change
- No coherent Stakeholder management
- Aging fanbase: Average age of fan has fluctuated between 48-52

DESIGN SOLUTION

Mission Statement

The mission statement was a key element in the first phase of the re-design project. The objective was to provide a clear vision for the employees on the future direction of the Club.

Gloucester Rugby Mission Statement

To deliver the best experience for our fans, colleagues, community and partners in a sustainable way.

Brand Values

The development of brand values clearly defined what was at the core for the Club and aimed to drive changes in attitudes and behaviours.

BRAVE

B BELONG

We are part of a team and put the team first.
We all contribute to the collective success.
We are inclusive, have faith in what we do and respect all opinions.

R RESILIENCE

We show resilience at all times and face challenges head on.

A ACCOUNTABLE

We take personal responsibility for what we do.
We keep our word.

V VISIONARY

We look forward and define the future.
We make brave decisions.

E EXCELLENCE

We have pride in what we do and always give our best.
We are committed to excellence.

Previous Logo

The previous logo was completed in 2003 with revisions in 2007. Prior to 2003, Gloucester Rugby used the Gloucester City crest, but due to the requirement to trademark a new badge was created. The logo developed at this time, was essentially a hybrid of the city crest with some rugby references added in. During the research stage of the rebrand, it became clear that the existing logo elements did not resonate with the audience. Additionally it was not very effective when applied to digital media, signage and merchandising.



Niki Savory

Community Education Tutor,
Gloucester Rugby

"The rebrand has positively impacted myself on a personal level as an employee enabling us to incorporate our BRAVE values into education.

"The pupils who come to Kingsholm are often from disadvantaged settings and have faced many difficulties in their lives. It is crucial for us to instil a sense of **Belonging** and acceptance, improve their **Resiliency**, encourage them to be **Accountable** for their actions, help them look forward and be **Visionary** with their lives and goals, and also inspire them to strive for absolute **Excellence**.

"I take great pride in helping the young people who take part in our programmes adopt these principles."



Gloucester Rugby brand identity

The new brand values helped to identify whether it was necessary to evolve or create a new logo for the club. The current logo, being principally the crest, carried with it enormous heritage and trust however, at the same time the research phase had shown that the visual recognition of the elements that made up the crest was minimal.

After, extensive research, debate and consideration of a range of logo options, the decision was reached that a new brand identity was needed to retain the heritage of Gloucester Rugby whilst meeting the future needs of the Club.

Gloucester Rugby is who **we are**.

Shield represents the **history** of the City of Gloucester.

Cherry & White hoops remain the **Club's core colours**.

The Lion has been part of past Gloucester Rugby logos, stemming from the Club's original use of the Gloucester City crest. The Lion remains and looks bravely towards our future.

1873 represents the proud history and **heritage** of Gloucester Rugby.

All areas of the Club are **unified** in to one bold shape.



New appraisal system introduced based upon the brand values

A New Personal Development review system has been introduced to help define the behaviours and values expected to be portrayed by staff. The new system has incorporated the BRAVE values into how employees are measured in their behaviours in meeting objectives.

Alex Brown, Rugby Operations Manager, Charlie Sharples, Willi Heinz, Billy Twelvetimes, David Humphreys, Director of Rugby, Johan Ackermann, Head Coach



'Our Tone of Voice' page from the Gloucester Rugby Internal Brand Guidelines document

Johan Ackermann

Head Coach, Gloucester Rugby

"We have created a culture that we want the players to be accountable in delivering excellence. I want the players to always know that they have worked extremely hard not just for themselves but also for their teammates and for the supporters."

"If you've got an attitude of serving people then obviously you will always look to go that extra step for your teammate. The biggest challenge for any coach is to create an environment where players feel that they belong and can enjoy themselves."

Key Facts

Launch date May 2018
Design fees £77830
(Not including production costs)

How did the results perform against original business objectives?

1) Retain and increase number of Club Memberships

Gloucester Rugby Club Memberships had been in decline for several seasons. Both retention of Club Members and Acquisition of new Club Members was in decline. Reasons for this have included a number of different factors from on-field performance of the team, competing entertainment/leisure alternatives for key audiences and reduction of interest in Gloucester Rugby. The re-brand was a significant catalyst in allowing Gloucester Rugby to generate new interest and developing new tools to promote the club which as can be seen had an extremely positive effect in helping grow Club Memberships over the summer of 2018.

Club Membership (Season Tickets)				
Season	Club Memberships	% Growth year on year	Retention	New Acquisitions
2015-16	REDACTED CONFIDENTIAL DATA			
2016-17				
2017-18				
2018-19				

Stats provided are not for publication. Figures provided are from end of September 2018

- REDACTED CONFIDENTIAL DATA
- REDACTED CONFIDENTIAL DATA
- REDACTED CONFIDENTIAL DATA

From Two Circles in September 2018
(Gloucester Rugby Sports Data & CRM Partner)

- +18% rise in Club Membership year-on-year
- REDACTED CONFIDENTIAL DATA
- Membership retention is up to 91% and starts to rival lots of the top rights holders in the country. Prior year was 87%.
- REDACTED CONFIDENTIAL DATA

2) To attract a new and younger audience

Acquired new Club Members are younger than retained, which has led to an average age drop of 1 year. Given the high retention rate, this is quite significant. Younger supporters are notoriously harder to acquire and renew.

New Club Membership acquisitions are up from 10% in the previous year to 18% this season.

3) To future proof the brand for the digital world by developing brand assets that increase legibility, clarity and familiarity of the brand identity.

The brand enabled the production of a new website and for the first time ever a Gloucester Rugby App was launched. The new brand is specifically designed to work in the digital world with a logo that looks good as a small icon, works well when animated and help to create simple design layouts.

Stephen Vaughan

CEO, Gloucester Rugby

"The rebrand project has provided Gloucester Rugby with the platform and the tools to develop our brand and achieve our aspirations of future proofing the Club. The systematic approach used by the design agency to develop both brand values and rebranding for the Club has had a critical influence on the development of our commercial and business strategy for both our medium term and long term objectives.

"In turn the rebrand has had a significant influence on other factors for the Club including re-strengthening relationships with key sponsors, improved productivity & a focus on results from employees. It has been a contributing factor to our in-field performance (as at 19 November 2018 - Gloucester Rugby placed 3rd in Premier Rugby League)."



Charlie Durkin

Two Circles

Gloucester Rugby Sports Data & CRM Partner

"The rebrand enhances Gloucester Rugby's ability to distinguish itself from the competition and grow its affinity with passionate supporters. Thus setting the foundation for future growth."



4) To increase engagement of the fans on social media and TV.

Gloucester Rugby have increased engagement on social media and TV.

Tom Burrows

Gloucester Rugby Media and Community Officer

"The new Gloucester Rugby brand has helped from a social media perspective in many different areas. For example, the inclusion of tone of voice in the guidelines (e.g. concise, straightforward, transparent) provided clear direction on how we develop our communications, how we interact with our audiences, and deliver our content. We have made a conscious effort to portray a brave and bold approach with our content, and the 'Bring It On!' theme has been well received and picked up by our supporters/audience – especially around match days and taking on challenges.

"As a custodian of the brand values, it has provided a direction around how we use imagery – for example, selecting imagery that reflects our values such as Accountability; images of our players working as a Team and Belong; images portraying the diversity of our fans."

 **+11%**

Increase Twitter followers

15 May to Aug 13 310,200
from 13 Aug to now 199,200

Total Twitter views since
15 May brand launch:
509,400 views

 **271,767**

You Tube views since launch

Total views:
from 18 Jan to 15 May 182,314
from 15 May to 15 Nov 271,767
All video since 15 May launch:
597,700 views

 **+20%**

Increase Instagram followers

From March 2018 34,400
to 31 October 2018 42,400

 **+3%**

Increase Facebook followers

From September 2017 86,513
to August 2018 88,544
Launch video alone 14,023 views

Gloucester Rugby Brand Launch Video

Launch video was created for launch event, online and played at home matches. Launch event video: gloucesterrugby.co.uk/the-new-gloucester-rugby-brand/

Shed Web Forum poll of the fans about the new branding

The fans have overall been very supportive of the new branding.

Online poll held on the Shed Web. (Online forum run by Gloucester Rugby fans).

<http://www.rugb.co.uk/forum/viewtopic.php?f=9&t=7849&hilit=new+logo+Poll>

Poll: New Gloucester Rugby Branding

Post a Reply

98 POSTS PAGE 1 OF

What I think about the new branding is....

Love it! I want to bear its children.	18	8%
Overall very good.	141	60%
Meh, it's okay.	38	16%
It needed changing but this is not the answer.	12	5%
Preferred the old branding.	17	7%
Hate it! ...more than I hate Barf.	9	4%

Total votes : 235

Increased TV audience

+22%

Average live TV audience vs last year

+29%

Total live TV audience vs last year

Total live TV audience
11.83 million

+29%

Live weekend TV audience vs last year

Average cumulative TV audience
>10 million

Key social media results compared with the same time last August

+3.21%
Unique visitors

+25,000%
Email referrals

+39.34%
Social media referrals

+106%
Returning users

 **Brand launch video
14,023 views
on Facebook alone**





5) To develop brand guidelines that provide consistency in the development of all brand communications and signage

Gloucester Rugby brand guidelines provide clear guidance on the consistent application of the brand onto communications. This has provided Gloucester Rugby with the ability to use a wide range of design support (including design freelancers). Guidelines help third parties to ensure that they create a consistent brand image across all communications.

The brand guidelines included guidance on imagery, layouts, fonts, logos, messaging, products, behaviour and tone of voice. There were three versions of the brand new brand guidelines produced. Internal / External / Signage.

What makes the Gloucester Rugby brand?

**IMAGE + TONE OF VOICE + BEHAVIOUR
= OUR BRAND**

Unification of Gloucester Rugby product logos

Over 15 different product logos were standardised to have a consistent design layout. This exercise had a unifying effect across all departments.

Consolidation of all Gloucester Rugby products under one logo

Gloucester Rugby's individual departments and product logos were given a consistent look and feel. This has created a unifying feeling of belonging.

Consistent communications

Over 50 new design templates were developed for employees to utilise (presentations, documents etc.). This has had a unifying effect across all departments. The ability to share documents and presentations easily has enabled teamwork and created consistent messages and visual style.

Tone of Voice

Prior to the rebrand there were no guidelines on Tone of Voice. Defining the Gloucester Rugby tone of voice has had a significant impact on the development of communications from the club both verbal and written.

Recruitment of New Employees

Gloucester Rugby has improved recruitment by developing new job descriptions and adverts which include the mission statement and values of the Club providing potential new employees with clarity on the behaviours and values that the Club expects from staff:

Signage Guidelines for Kingsholm Stadium and Training Centre

Kingsholm Stadium and Gloucester Rugby Training Centre were rebranded and new signage was created to achieve a more dynamic and consistent look across the business. It helped create a more interesting and engaging customer experience and enabled the use of a range of signage contractors.

6) To develop brand values and mission statement to drive positive future behaviours of all Gloucester Rugby employees

Feedback from Playing Department including the players has been overwhelmingly positive. The rebrand has positively engaged the players and changed the way that they think and feel about the Club. The Playing Department was deliberately involved in the branding process right from the start to ensure the brand values and behaviours were adopted early.

Alex Brown

Rugby Operations Manager,
Gloucester Rugby

"The recent rebrand has brought about a renewed energy and excitement within the Playing Department. Amongst the team, it has served as a tool to reinforce our identity and team values.

"It has given us the opportunity to focus on what it means to play for Gloucester Rugby, aligning and refreshing ourselves with the history of the Club.

"It has created 'buy-in' with the players and an improved sense of loyalty. The newly designed logo was a Brave decision and one which we all have Pride in and a feeling of Belonging."



Chris Moody

Finance & Personnel Manager,
Gloucester Rugby

"With the launch of the new Branding and Brand values this has proved to be invaluable in ensuring that all areas of the business are communicating as "one voice".

"Particularly advantageous was the **Tone of Voice** presentation which has now been implemented by the Finance Department and is crucial in ensuring continuity and professionalism in our dealings with clients, suppliers and outside government agencies such as HMRC."



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7) Improve collaboration between playing department and the staff at Kingsholm

Branding and signage at Gloucester Rugby Training Centre is now in line with Kingsholm Stadium helping to unite staff across both sites. Documents are also consistent helping to foster teamwork across the business.

8) Strengthen relationships with key sponsors and partners

Gloucester Rugby used the rebranding project to open up communication channels and work closely with partners to help launch the brand.

New guidelines specifically for Club Partners and Sponsors were developed to enable them to use the Gloucester Rugby brand identity resulting in better stand-out. Feedback from Club Partners has been extremely positive.

9) Create a powerful brand that increases sales of replica shirts and makes production of merchandise more flexible

+40% increase in the sales of replica shirts was a dramatic and significant increase from 2017 sales. The previous replica shirt sales had remained static. Average sales had an increase of +3% and some product lines had shown decline over the previous 2 seasons.

As part of the brand launch a new shirt design was unveiled. The shirt proved to be a massive success and it is one of the fastest selling shirts in the last 4 years.

The brand has enabled XBlades (kit supplier) to create new, more varied and more exciting merchandise and sports kit. The new brand identity and brand assets are easier to apply, more flexible and more effective on merchandise.



Martin Woodward

Partnership Manager, Mitsubishi UK,
Main Club Partner

"We have been associated with Gloucester Rugby for many years and in recent years have become the proud Main Club Partner.

"The launch of the new Gloucester Rugby brand was extremely powerful and provided us with a much clearer understanding of the future positioning of the Gloucester Rugby brand and the new opportunities to leverage our partnership in the future. We love it."

Holly Chadwick

Brand Manager, Westons Cider,
Club Partner

"Gloucester Rugby's work to improve their brand and the work that has gone on with their associated initiatives is a breath of fresh air to a company such as Westons Cider.

"Working with the tools they now have allows us to develop exciting and creative campaigns with our Stowford Press brand, bringing alignment to our audiences.

"A really great piece of work and executed extremely well."

Lee Jenkinson

CEO, XBlades,
Official Kit Supplier of Gloucester Rugby

"The Gloucester Rugby Brand and Logo design change has provided us with more flexibility in terms of the merchandise and kit we can now design. Additionally, it has had an immediate and significant effect in increasing sales in all our Gloucester Rugby clothing lines, specifically replica shirts.

"The Home, Away and Euro Shirts in 2018/19 have been the fastest selling shirts of the last four years."

The proof of effect and any influencing factors

Helen Roe

Head of Marketing & Communications, Gloucester Rugby

"Performance and results are critical to market growth of the Club (memberships, sales of tickets & merchandise, attracting sponsors). We have seen a recent surge in our growth measures for the 2018-9 season, despite the Club finishing last season in 7th place (aspirations from fans was top 4). Much of this we attribute to the rebrand, but there have been other influencing factors.

"A number of high profile player signings and a new Head Coach, Johan Ackermann, have contributed to increased positivity from fans in recent months, but we don't believe that these were the main reasons for the surge in our market growth. Johan Ackermann was appointed in April 2017 for the 2017-18 season, but membership did not surge then as a result. Johan is popular with fans, however results on the pitch last season were not in line with aspirations, so we believe Johan's influence alone is unlikely to be the reason for the recent surge. Similarly, new player signings for the 2018-9 season have generated positivity, however Gloucester Rugby have always had high profile players and we don't believe these signings alone would drive such an unprecedented surge.

"We have had feedback from fans that other recent changes - investment in a new playing surface, a new website (driven the by re-brand), Super-fast Stadium Wi-Fi and the first Gloucester Rugby App - have also been influencing factors in terms of increased positivity. These will have had an impact on growth, however, the rebrand acted as a core catalyst for the announcement of these developments, which was positioned around the Club's future development and were purposely timed to coincide with the rebrand launch.

"The rebrand was intrinsic in providing us with the tools we needed to future-proof Gloucester Rugby to retain and attract future audiences"

