

# GREAT Britain Campaign: *Creating impact for Britain around the world*

**Submission title:**

GREAT Britain Campaign

**Industry sector:**

Public Sector

**Client company:**

HM Government

(No.10/Cabinet Office, Foreign & Commonwealth  
Office, UK Trade & Investment, VisitBritain, British  
Council, Department of Media, Culture & Sport,  
Department for Business Innovation & Skills)

**Design consultancy:**

Radley Yeldar

**Date:**

June 2015



## Executive Summary



The GREAT Britain campaign is the Government's most ambitious international marketing campaign ever, launched in 2012 to stimulate jobs and growth. The campaign showcases the very best of what Britain has to offer in order to encourage the world to visit, study and do business with the UK.

This is a hugely complex exercise in managing brand consistency across a vast array of organisations and markets – and Radley Yeldar's role in defining the brand principles, then designing the brand identity, assets and guidelines has been vital to GREAT's success. Without this degree of organisation, control and the production of high-quality imagery, it would have been impossible to successfully motivate and align stakeholders from **17 Government departments** and **350+ private and public partnerships** in **144 markets around the world**.

Read on to see how the development of a single unified, global brand and its expression across an ever-evolving range of applications has led to outstanding results.

# £1.2bn

The campaign has so far delivered £1.2bn direct return to the economy against its £113.5m investment, with a further £500m in the pipeline. Just 2.9% of the investment went towards design fees, which is 0.28% of the total return. This is an impressive return on investment – and without the design work that provided the brand and campaign with a unified voice, GREAT is unlikely to have been the success that it is.

# ↑ 16%

Uplift in intention to invest in the UK amongst international companies.

# ↑ 16%

Rise in intention to visit the UK over the next 12 months.

# ↑ 12%

Growth in intention to procure UK products and services.

# ↑ 58%

Rise in GREAT brand value, from £100m to £158m, with the propensity to rise to £1.7bn over five years.

# £68.5m

Of value in cash and kind raised from the private sector to date.

## Project Overview



Visit



Study



Invest

### 1. Outline of project brief

The GREAT Britain campaign is the Government's most ambitious international marketing campaign ever, launched in 2012 to stimulate jobs and growth. The campaign showcases the very best of what Britain has to offer in order to encourage the world to visit, study and do business with the UK.

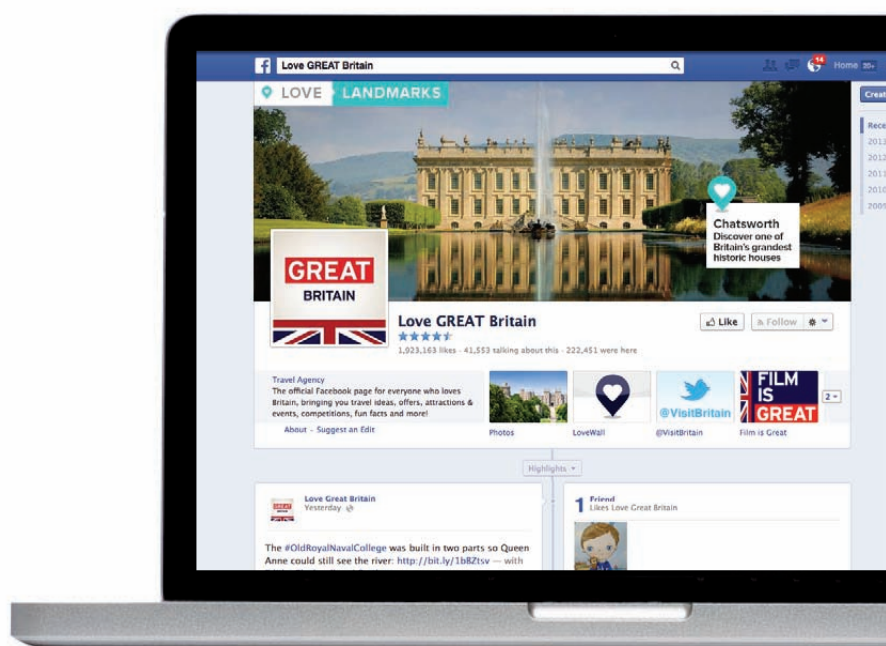
**Radley Yeldar (RY) has partnered with 10 Downing Street/Cabinet Office since 2012 to develop the GREAT brand and campaign assets:**

- Brand principles and framework
- Brand identity system and guidelines
- Expression across an ever-evolving range of applications and opportunities
- Brand guardians as GREAT continues to evolve.

#### *The aim?*

To deliver substantial return on investment on an engaging, free, readily available brand identity and brand assets that serve to unify the efforts of 17 Government departments and private and public partnerships in 144 markets around the world. A high-quality, well-controlled brand was needed so that GREAT could ultimately:

- Deliver significant direct return to the economy
- Have a positive impact on the buying actions of the UK's international target customers
- Increase in brand value
- Attract the backing of UK businesses and high-profile individuals to generate value in cash and kind.





## 2. Description

At the campaign's heart lies the reclaiming of the word GREAT to demonstrate everything that is exciting about Britain, seeking to present the familiar and the new in a surprising way.

It aims to generate economic returns by exploiting Great Britain's nation brand through branding and marketing techniques, to differentiate the UK as a premier destination for tourism, education, inward investment, and to support British companies exporting overseas.



GREAT delivery partners use the freely available brand assets and guidelines as the basis for their marketing activities, which currently run at between 80-100 initiatives per month around the world.

The campaign funds 13 priority markets around the world, but is active in 144 countries. Today, over 350 British companies and high-profile individuals support the brand, enabling extended reach and impact. This is about building a high-quality, admired brand that the public and private sectors can rally around and be inspired by – to deliver more growth and jobs for the nation.



The campaign is delivered through a huge array of Government departments and their partnerships with businesses, organisations and individuals. The senior responsible owner for the GREAT campaign sits in No.10 and is supported by a small team. Government departments include the Cabinet Office, Foreign & Commonwealth Office (FCO), UK Trade & Investment (UKTI), VisitBritain, British Council, Department of Culture, Media & Sport and Department for Business Innovation & Skills (BIS).





Shanghai



Germany



India



North Pole

### 3. Overview of market

Before the campaign, there was no consistent approach to country branding or promoting Britain overseas. Instead, Government organisations used their own brands, logos, and names. There was also little coordination between tourism, trade and investment, and educational organisations when promoting the UK overseas.

There was a clear opportunity for a single brand and narrative to unite all these strands as one strong voice. The combination of the economic crisis combined with the once-in-a-lifetime opportunity to promote the UK abroad due to the 2012 London Olympics/Paralympics, resulted in the need to develop the GREAT brand.

GREAT requires a tightly targeted and fully integrated strategy and is built around the following principles and challenges:

- Integrate all Government efforts, sharing financial resources, centralising media planning/buying and utilising on-the-ground support
- Subsume Government brands and marketing initiatives for the benefit of the whole, creating a single powerful, high-quality and flexible platform to promote the UK
- Ensure consistent messages at every stage of the customer journey – whether a potential tourist, foreign student or investor
- Fund efforts in 13 key markets capable of delivering highest return on investment for tourism, trade and investment: US, China, India, Brazil, France, Germany, Mexico, Turkey, Indonesia, South Korea, the Gulf, Poland and emerging Europe
- 131 other markets without the benefit of funding also require controlled, freely available brand assets and guidelines to use as the basis for marketing efforts
- Organise the brand around message pillars which research demonstrates are areas of real strength or perceptual weaknesses that need to be overcome
- Engage credible non-Government partners from a vast array of sectors from healthcare to film, fashion and cars, E.g. business figures, iconic British brands and celebrities who resonate in target markets in order to extend reach and amplify the budget through cash and kind.

### 4. Project launch date

August 2012.

### 5. Size of design budget

Design fees: £3.3 million over three years.

## Outline of design solution



Extract from the GREAT guidelines

The brand is embraced, endorsed and used consistently by 17 Government departments and 350+ private and public partnerships in 144 markets around the world to target specific audiences and opportunities.

### Brand principles and framework

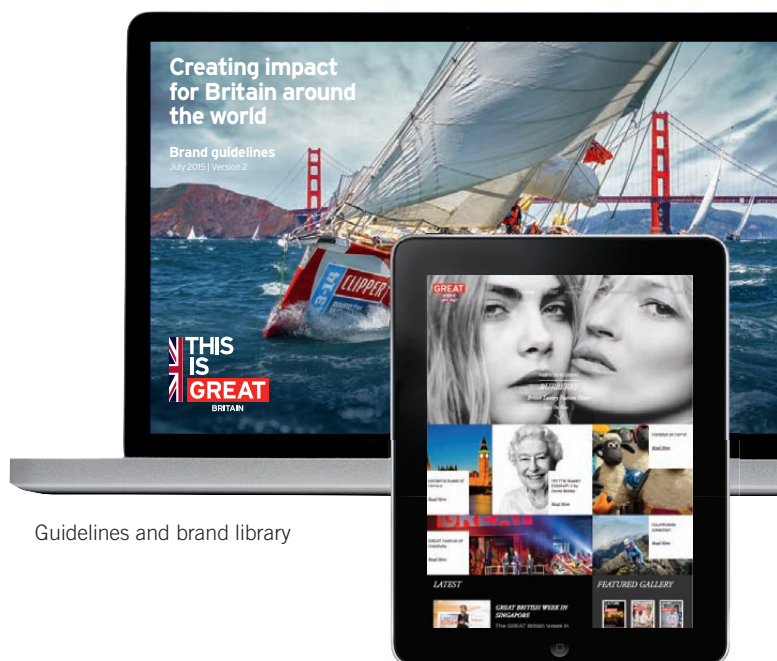
RY worked with No.10 to devise new brand principles and a brand framework for GREAT, codifying this into comprehensive scripts and guidelines that are used internationally.

The brand's vision is to get the world thinking and feeling differently about Britain:

*“seeing it as a vibrant, inspiring and innovative place in which to visit, study and invest.”*

Through previous research, and the development of core values, RY and No.10 identified a series of key attributes for which the UK should be known and that resonate with the many and varying audiences. This resulted in defining ten key ‘pillars’ that are GREAT, along with creating stories and proof points for all of them:

- Heritage
- Culture
- Countryside
- Sport
- Innovation
- Business
- Entrepreneurs
- Technology
- Creativity
- Knowledge



Core scripts



## Outline of design solution – continued

### Three levels of branding

#### Level 1:



- Used to generate awareness and for high impact

#### Level 2:



- Use for engagement and lead with a specific message

#### Level 3:



- Use for domestic communications within the UK

### Brand identity

RY created a visual and verbal identity system for GREAT. Made up of a number of elements, it communicates quality and a fresh way of talking about the UK, with targeted communications that encourage audiences to respond.

The system is flexible enough to allow maximum audience engagement in each of the markets, and to be embraced and used consistently by the huge range of partners from both the public and private sectors. Elements can be put together in different ways, depending on the audience and application. Powerful branded communications ensue by combining the visual elements, tone of voice and iconic yet surprising imagery with consistent and powerful messaging.

For example, if you're focusing on the Heritage pillar in China, Buckingham Palace is a key tourist draw. GREAT principles avoid the conventional approach and instead show the Queen's carriages parked round the back of Buckingham Palace, with the headline 'Even the car park at Buckingham Palace is worth a visit', signed off with 'Heritage is GREAT Britain'.

A large proportion of the campaign is about showcasing UK people and partners, so the system also allows the ability to leverage this.



VisitBritain's National Geographic campaign (12 markets – 4 languages)

## Outline of design solution – continued



### Brand expression

Having defined the new brand principles, identity system and guidelines, RY gave it expression across an ever-evolving range of applications and opportunities: from films to vehicle liveries, large-scale advertising campaigns, press executions around the world and much more.

RY also partners with No.10 as brand guardian to ensure consistent application as the brand continues to evolve.

The result is a comprehensive, flexible, easy-to-use and easily recognisable framework which enables communication of the UK's key attributes and the proof that sits behind it – across dozens of different communication applications, whether it be outdoor advertising, TV, exhibitions and events, social media, PR or anything else.



## Summary of results

This is a hugely complex exercise in managing brand consistency across a vast array of organisations and markets – and the design of the brand identity, assets and guidelines are key elements to GREAT's success. Without this, it would have been impossible to align all stakeholders and control the brand in order to achieve these remarkable results.

### National Audit Office report

In its 2015 report 'Exploiting the UK brand overseas', the National Audit Office commended GREAT for:

■ ■ *Creating strong marketing tools and materials that provide an important element of consistency in the use of these materials which help to embed the brand by creating familiarity among target audiences and markets.* ■ ■

**£1.2bn** *direct return to the economy*

The campaign has so far delivered £1.2 billion direct return to the economy against its £113.5 million investment, with a further £500m in the pipeline.

The National Audit Office claims that performance to date indicates that *GREAT is on target to deliver against its target of £1.7 billion to the UK economy by 2019-20.*

**0.28%** *design investment of total return*

Just 2.9% of the £113.5 million investment went towards RY's design fees, which is 0.28% of the total return. This is an outstanding return on investment – and without the design work that provides a unified voice, GREAT is unlikely to have been the success that it is.

### Positive impact on buying actions

Without the GREAT brand design consistently applied to international campaigns and initiatives, the following positive impact on buying actions of the UK's international target customers would not have been possible:

↑ **16%**

Uplift in intention to invest in the UK amongst international companies that recognise the brand.

↑ **16%**

Rise in intention to visit the UK over the next 12 months from tourists who see the brand.

↑ **12%**

Growth in intention to procure UK products and services for international companies that recognise the brand.

↑ **16%**

Hong Kong

↑ **7%**

Brazil

↑ **6%**

India

Positive uplift in intention to study in the UK amongst international students who have seen the GREAT brand in target markets.

## Summary of results – continued

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 **58%** *Rise in GREAT brand value: almost 5x more than objective*

A 2014 independent assessment by brand valuation experts Brand Finance showed that GREAT has a current brand value of £158 million – that's up 58% over 2013 and more than 5x the 10% objective. Consistency of design application through a well-controlled brand and guidelines is key to this growth.

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**£68.5m** *Of value in cash and kind*

As of March 2015, GREAT had attracted 164 high-profile individuals and 202 private sector partners endorsing the brand, such as James Bond, McLaren, Paddington Bear, Aston Martin, Burberry and Mini – at no cost to GREAT. These people and brands are prepared to use the GREAT branding on their products and services through co-branded activities – a testimony to the fact that they value both the design's quality and consistency. This is no mean feat for a Government brand.

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 **4<sup>th</sup>** *Place in Nation Brand Index – US\$2,833 billion nation brand value*

In 2013, the annual Nation Brand Index showed that the UK moved up to fourth place globally, overtaking Japan. In 2014, the UK maintained this position behind only the US, China and Germany, with a nation brand value of US\$2,833 billion (up 20% on 2013).

Brand Finance stated:

*“the UK has enjoyed another surge in Nation Brand Value as economic growth outstrips most other European states and as the GREAT Britain nation brand continues to pay dividends.”*

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**£1.73bn** *Potential brand value within five years*

Not only has the brand's value hugely increased by 58%, Brand Finance believes it could be worth £1.73 billion within five years – giving it the potential to be one of the UK's top 50 brands.

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**£50bn** *Extra export sales through UKTI's GREAT branded efforts*

UKTI is using the GREAT brand for all of its trade and investment activities worldwide, undertaking over 600 trade missions to international markets every year. Using GREAT branding, UKTI supported 34,000 companies to export in 2013/14, generating an estimated £50 billion of additional sales.

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*Imitation is the finest form of flattery*

Other nations, such as Brazil, Japan, Indonesia, Mexico, Croatia and France (as well as the EU Commission) have shown an active interest in the GREAT brand and it's believed that some will emulate its structure in the not too distant future.

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## Testimonials



GREAT Ambassador's pack

“The GREAT Britain campaign is a tremendously important initiative and one that I think has been very effective, not resourced enough in terms of spending. It is certainly a wonderful example, probably the best example that I’ve come across, of an integrated campaign for a Government and a country across the world. In fact I think it’s an iconic campaign because I think it pulls together so many different aspects of Government on one platform, one template which all those departments and Ministers and Ministries can use... Campaigns like the GREAT campaign are absolutely critically important in getting companies to think about exporting abroad, think about growing abroad, and capitalising on the opportunities.”

**Sir Martin Sorrell, CEO WPP Group**

“We applaud the vision of the new GREAT campaign. As a global brand with a proud British heritage, we fully support its aim of raising international awareness of the country’s unique assets and tremendous opportunities for inward investment.”

**Angela Ahrendts, Former CEO Burberry**

“As a global brand with its roots firmly planted in the UK, Mini demonstrates the best of British manufacturing, expertise, design, culture, heritage and style. We are delighted to support the GREAT Britain campaign and celebrate and encourage others to experience all that is great about Britain.”

**Tim Abbott, Managing Director, BMW Group UK**

“Our members believe that the GREAT Britain campaign has proved to be an excellent example of Government delivering consistent, impactful marketing of ‘brand Britain’, showcasing British business successfully in key export marketing. Overall, our membership has been very positive about the campaign. The 12% uplift in intention to procure UK products amongst international companies that recognise the GREAT brand demonstrates the campaign is delivering results for business on the ground.”

**CBI**

“The UK tourism industry is very supportive of the GREAT campaign as it provides the UK with a coherent, recognisable brand to use in domestic and overseas markets. The second main benefit of the GREAT campaign is that it has pulled together the UK’s outward-facing organisations so that they work together.”

**Tourism Alliance**

## Other influencing factors

### Research resources

#### Cabinet Office

Internal data analysis  
2012–2015

#### UKTI

Internal data analysis  
2012–2015

#### FCO

Internal data analysis  
2012–2015

#### VisitBritain

Internal data analysis  
2012–2015

#### VisitEngland

Internal data analysis  
2012–2015

#### UKTI/FCO

Perception Study  
2014

#### VisitBritain

Perception Research  
2014

#### British Council

Intention to Study in UK Research  
July 2014

#### Brand Finance

Brand Valuation Study  
September 2014

#### Brand Finance

Nation Brand Index  
2013–2014

#### National Audit Office

Exploiting the UK brand overseas  
June 2015

A vast amount of activity has been conducted since GREAT's launch – currently running at 80-100 activities per month globally. All communications and activities use the guidelines to incorporate the brand principles, framework, identity system, visual assets and tone of voice in everything that is said and done. It could be argued that without RY's part in reinvigorating GREAT's identity and expression and its ongoing role as brand guardian, far less success would have been garnered.

### Highlights include:

#### *Olympics & Paralympics: August/September 2012:*

- No paid-for advertising, to avoid competing with the Olympics and Paralympics
- 1,000+ free opportunities negotiated – to advertise GREAT messages to visitors at major airports, Olympic sites and Transport for London and rail networks
- 100 Olympic and GREAT-branded events were held around the world
- 8,600 journalists were briefed on Britain's strengths using GREAT-branded materials.

#### *September 2012 - March 2013:*

- Major tourism and business partnership activity, including a major link up with Skyfall promoting 'Bond is GREAT,' which generated PR coverage in 21 markets
- Co-funded British Airways' advertising campaign
- Partnership with Mulberry
- Digital seeding campaigns.

#### *April 2013 - March 2014:*

- Primary focus on driving campaign activities in China, India, Brazil and the US
- Tourism activities in France and Germany
- 'Exporting is GREAT' launched to encourage and support UK SMEs to export to GREAT target markets
- Private sector-sponsored events such as 'GREAT Weeks of Creativity', the Clipper Race and F1 Grand Prix.

#### *April 2014 to present:*

- Combination of digital, TV, cinema, print, events, exhibitions and 'out of home' channels target and engage segmented audiences – all GREAT-branded
- Increased collaboration with the private sector through joint-funded initiatives, such as the GREAT Festivals
- Promotional opportunities with 'Paddington is GREAT' for the film's global launch across 38 countries