

A BRAND DESIGNED FOR NEXT  
GENERATION ARCHITECTS



PURCELL

**INDUSTRY SECTOR**  
CONSTRUCTION &  
MATERIALS

**CLIENT COMPANY**  
PURCELL

**DESIGN CONSULTANCY**  
KIMPTON CREATIVE

**DATE**  
JUNE 2015

FOR PUBLICATION

kimpton

## 2. EXECUTIVE SUMMARY

Purcell had built a strong reputation for itself. Well known for doing great work in the field of conservation architecture, they became limited by their own success. Typecast as the architects that only work on historic buildings, they missed out on the opportunity to showcase their expertise in design and other fields of architecture.

Formerly Purcell Miller Tritton, Purcell is an architectural practice founded in 1947 by Donovan Purcell, Peter Miller and William Tritton. They have worked on some of the UK's most important historic buildings including the National Gallery London, Canterbury Cathedral, Westminster Abbey, Tower Bridge and St Paul's Cathedral. However long after the deaths of the founding partners they found themselves stagnating, hovering around the same size and unable to distance themselves from existing competition.

With a dated and inconsistent identity that no longer represented the company's ambitions they became tarred with the old-fashioned stereotype connected with conservation architecture. It was time to go back to the drawing board.

Kimpton Creative was set the task of rethinking the brand from the ground up. Working with the client we decided they needed a new name and identity that reflected the reality; that Purcell Miller Tritton are a fresh, design-led practice striving to do incredible forward-thinking work in all fields of architecture.

Within two years under the new name Purcell, they've seen turnover increase by 29.5% from £11.09m to £14.36m, 50% more locations with six new offices opened and 43% more staff being hired, putting Purcell at 10th place in the AJ120 (The Architects Journal list of largest practices), moving above their former competition and putting them alongside some of the world's most reputable architectural practices. They're currently on track to reach a turnover of £16m in 2015.

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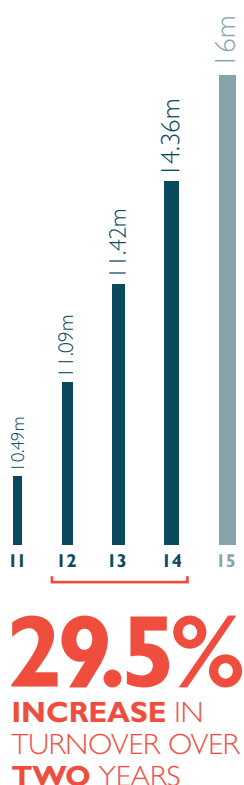
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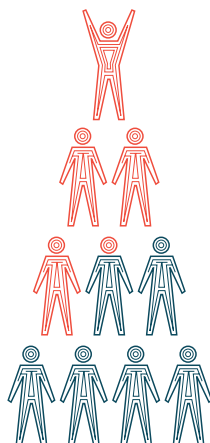
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**6** NEW  
OFFICES



**268**

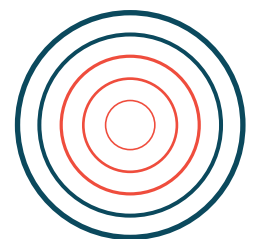


**43%**  
MORE  
EMPLOYEES  
SINCE 2012

**10<sup>th</sup>**



**8** PLACES IN  
THE AJ120



ON TRACK TO  
MEET PROJECTED  
TURNOVER OF

**£16M**

IN 2015

# 3. PROJECT OVERVIEW

## OUTLINE OF PROJECT BRIEF

Purcell Miller Tritton weren't fulfilling their potential. While the work was of a consistently high quality, they were failing to capitalise on this, by presenting themselves as inconsistent and old-fashioned, finding themselves repeatedly passed over for bigger jobs and missing out on bids that required modern non-conservation design solutions.

Without any templates or guidelines, each office was doing their own thing and employees didn't feel proud to be a part of the practice. They needed to look at all aspects of their brand and create a strong confident identity that represented Purcell accurately as a practice. This would allow them to win fewer but bigger projects, focus their time where it mattered most and ultimately create great architecture.

**WORD COUNT**  
850

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## OBJECTIVES

1. Change old-fashioned perception and create a confident platform with which to win bigger work
2. Streamline communications across all offices
3. Raise company profile above the competition

# 3. PROJECT OVERVIEW CONTINUED

## DESCRIPTION

Purcell Miller Tritton were an established architectural practice founded in 1947. Known for quality work in the field of conservation architecture, they hired around 180 employees and ranked 18th in the AJ100 in 2011.

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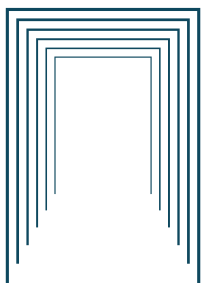
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## OVERVIEW OF MARKET

The UK's architecture industry grew 14.6% from £1.58bn in 2012/13 to £1.81bn in 2013/14. Over the same period Purcell grew by 25.7%. The industry is predominantly made up of small to medium sized companies with 95% of practices containing less than 50 people. The remaining 5% account for more than half of the £1.81bn income in 2013/14, therefore competition at the top end is fierce.

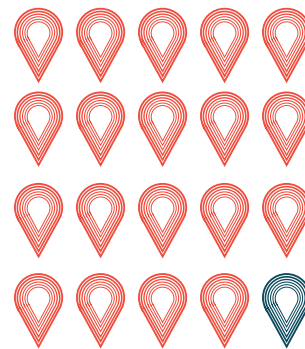


14.6%  
^



PURCELL

25.7%  
^



**95%**  
OF PRACTICES  
CONTAIN LESS  
THAN 50 PEOPLE...



...THE REMAINING 5%  
ACCOUNT FOR **MORE**  
**THAN HALF** OF THE  
**£1.81BN** INCOME

## PROJECT LAUNCH DATE

May 2012

## SIZE OF DESIGN BUDGET

£88K

# 4. OUTLINE OF DESIGN SOLUTION

The new identity had to convey that they were a very capable practice with the expertise to work on larger projects in all fields without losing their reputation as leading experts in conservation. In tandem with strategic consultant Amanda Yensa Manor, we uncovered the heart of the brand and developed a core proposition of ‘thoughtfully designed evolution’, which prompted the design solution.

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## THE NAME ON THE DOOR

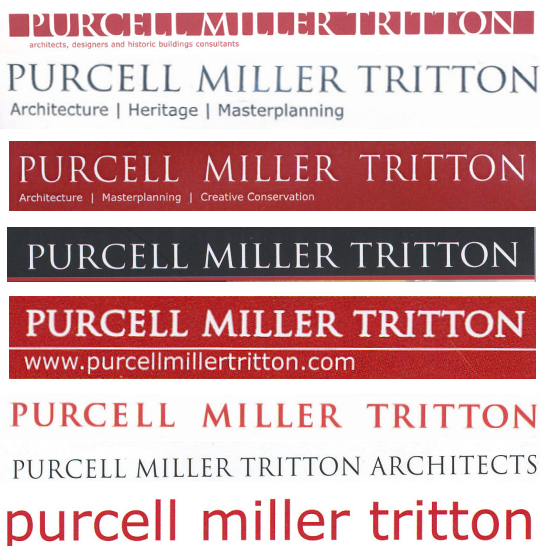
With Amanda leading, we ran workshops and interviews with staff and clients to find out what the main issues inside and outside of the practice were. One of the problems identified was the name, Purcell Miller Tritton. Tedious to use due to its length, difficult to say over the phone and embarrassing when abbreviated to PMT, it wasn't the badge of honour it should have been for the employees.

We decided shortening the name to Purcell was the best way forward, retaining its roots and the positive associations with the work done in the past, but creating a more palatable modern-sounding name to take the company forward.

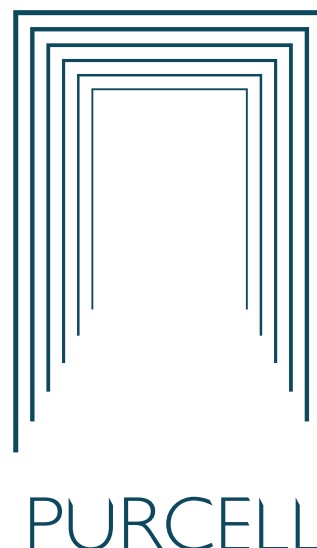
## MAKING THEIR MARQUE

Another key issue was that the current identity was lacking on all levels. Consisting of only an impractically long logo and a single colour, there were no clear guidelines or templates so it had become wildly inconsistent. It was clear that a complete identity overhaul was needed.

Working with our core proposition of ‘thoughtfully designed evolution’ we developed a logo based on a series of doorways, an architectural reference that also represents a continuous journey from past to present to future. We crafted the logo in a way that had a ‘contemporary classic’ feel, working alongside both modern and historic projects alike. No longer was this a small logo hidden in the corner of a page, we had created something to be proud of and placed it confidently at the forefront of the communications.



OLD LOGO EXAMPLES



NEW LOGO

# 4. OUTLINE OF DESIGN SOLUTION CONTINUED

## VISUAL LANGUAGE

We identified Purcell's presentation documents as an especially important part of the business. The quality of a bid submission was the difference between winning and losing a project, these documents have to be confident, stand out and make a lasting impression. We found that the images used on the covers of these documents were of poor quality; often low resolution pictures of the existing building or an aerial photo of the site.

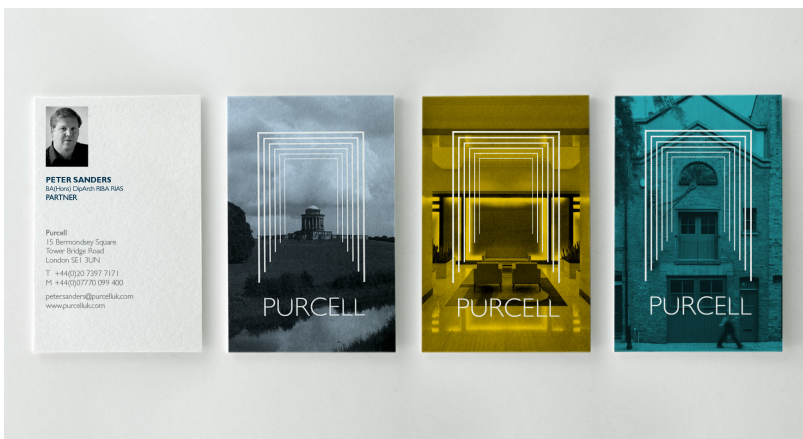
Purcell was keen to continue to use an image of the client project on the cover, so we created an ownable image treatment capable of being easily applied that would

create a consistent, yet flexible visual language. We created clear templates and a palette of colour washes to be laid over images. This adds the ability to select a colour that complements the project, creating a tonal scale from contemporary to classic.

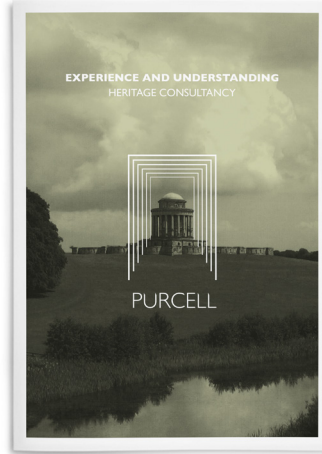
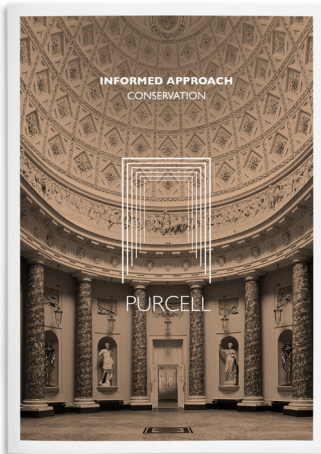
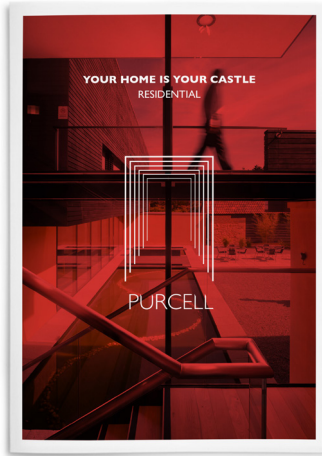
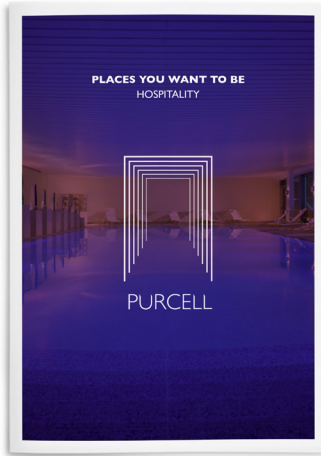
We also encouraged artistic cropping to create interesting architectural shapes. We then took this to the next level; with each stage of refinement of the bid submission document the crop gets closer, representing the increased level of detail contained within the content. When laid over the image, the logo itself can be used to frame features within the photos creating a real feel of synergy between the existing building and Purcell.

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# 4. OUTLINE OF DESIGN SOLUTION CONTINUED



# 5. SUMMARY OF RESULTS

## Change old-fashioned perception and create a confident brand with which to win bigger work

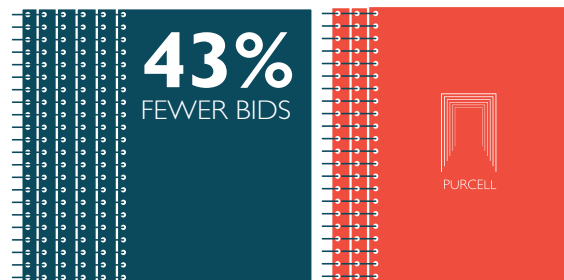
One thing that was clearly holding the practice back was its image as a stereotypical old-fashioned conservation architects practice. While Purcell was by no means old-fashioned in the expertise it offered or work it produced, a dated and inconsistent identity made it difficult to show off the forward thinking design led solutions that it produced for its clients.

Since rebranding in May 2012 the perception of the practice has changed allowing them to present current work in a more confident design-focused way. As a result the practice has secured significantly bigger projects. This allowed Purcell to work on 23% fewer projects and enter into 43% fewer bids while securing a 29.5% (£3.27m) increase in turnover from £11.09m in 2012 to £14.36m in 2014. They are on track to reach £16m turnover in 2015.

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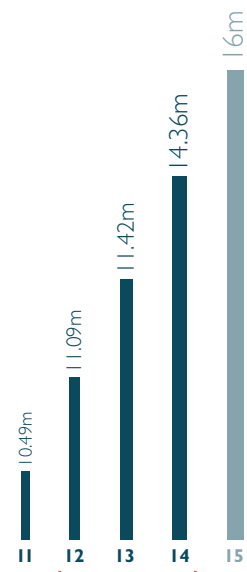
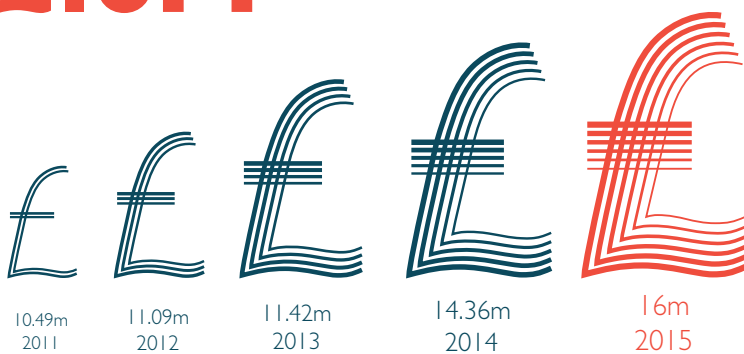
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ON TRACK TO  
MEET PROJECTED  
TURNOVER OF

£16M



29.5%  
INCREASE IN  
TURNOVER OVER  
TWO YEARS



# 5. SUMMARY OF RESULTS CONTINUED

Using the redesigned bid document templates, Purcell has maintained a 75% bid success rate while bidding for larger projects – 25% more than the industry benchmarks set by Colander for 2014. The largest projects secured before 2011 were £172m across several contracts spanning 15 years and another at £203m across 8 years. In 2015 alone Purcell has secured work on a £200m scheme, and has two bids currently being considered for project values over £100m.

The added revenue has also allowed Purcell to grow substantially in size, opening six new offices (including one in India) and increasing staff numbers. They have doubled their Marketing Communications team and taken all the PR in-house. At present, Purcell have 43% more staff, up by 81 since 2012 and have kept retention rates high with only a 5% increase in staff turnover.

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“It’s amazing how something so simple as a new identity shifted the practice’s long standing culture of modesty and demureness to confidence and brevity. You can see this change at all levels, from our architectural assistants more readily pushing their novel ideas forward to our senior teams, right through to our CEO who has instigated many of our recent large project wins.”  
– *Vanessa Martins, Head of Marketing & Communications*



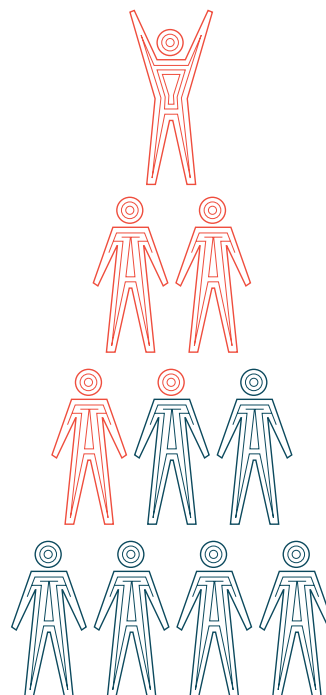
# 75%

BID SUCCESS RATE

SECURED WORK ON  
A SCHEME WORTH

# £200m

# +81



# 43% MORE

EMPLOYEES  
SINCE 2012

# 5. SUMMARY OF RESULTS CONTINUED

## Streamline communications across all offices

Without any clear templates or guidelines the existing identity had become inconsistent and ineffective. Each office was using it without guidance in their own way, producing substandard communications and wasting time and money in the process. The practice's website was also dated and had no compatibility with mobile technology.

Alongside the rebrand we produced a full set of guidelines and templates for everything from stationery to PowerPoint presentations and bid submissions. This ensured the branding was applied consistently across all of the facets of the brand and reduced the amount of time spent on creating documents. We also shifted many of the materials from printed to digital formats saving money on resources and reducing environmental impact. The spend on marketing materials has remained at 2.5% of the marketing budget

since 2012 despite additional business development initiatives and even an increase in marketing events spend by 650%, from approximately £10,000 in 2011 to £65,000 in 2014.

The newly designed website is much clearer and easier to use. We designed it to be fully responsive across all mobile devices and displays work in a much more confident and reassuring way. Since the rebrand in 2012, it has become a powerful sales resource that has led to Purcell winning new work directly from website enquiries whereas they didn't win a single project through website enquiries in 2011.

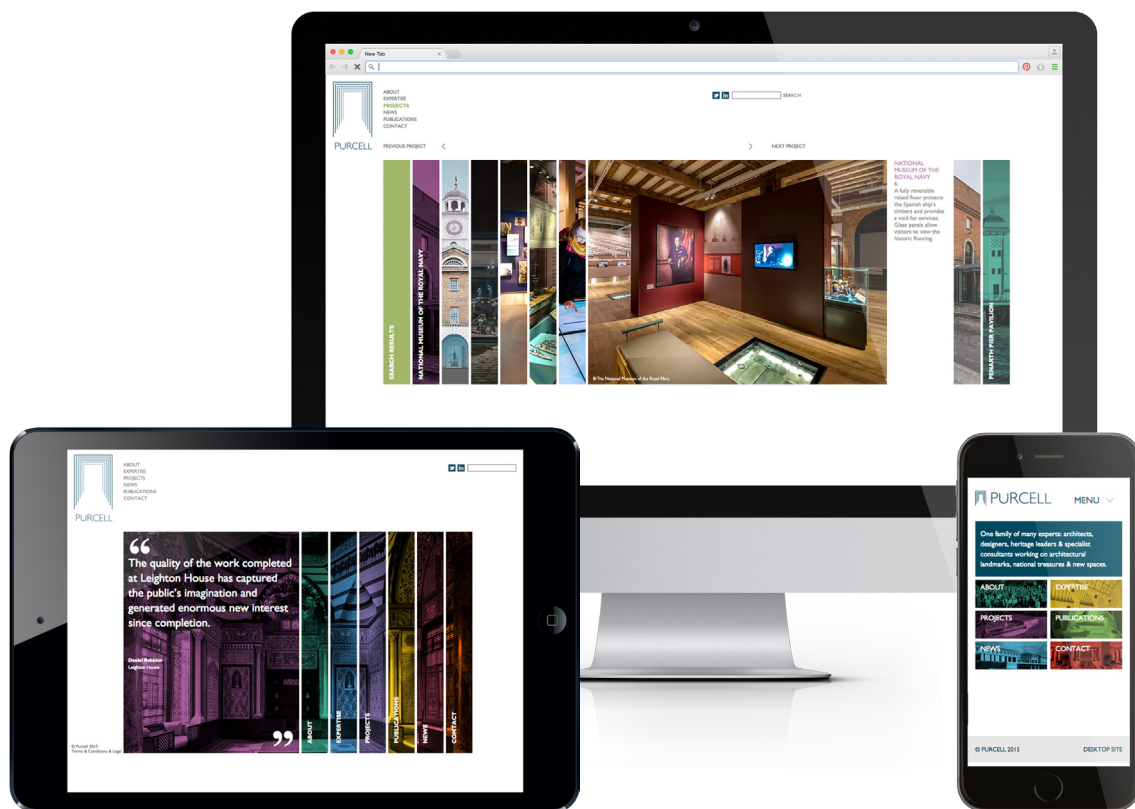
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“The re-brand has given us the ability to represent the practice in a slightly different way from before. It appeals to new audiences and we're winning work in our own right rather than having to collaborate” – *Mark Hammond, Equity Partner*

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# 5. SUMMARY OF RESULTS CONTINUED

## Raise company profile above the competition

Before the rebrand Purcell found it difficult to grow, hovering at around 160 to 180 staff, they were in close competition with other practices around the same size. They needed to raise their profile and position themselves above their rivals and break away from the pack. During the recession the whole architecture industry was hit and practices similar in size to Purcell went through large rounds of redundancies. Purcell managed to capitalise on this by keeping redundancies to a minimum and investing in a new brand identity.

Since the 2012 rebrand Purcell has risen 8 positions in the AJ120 from 18th place in 2011 to become a top 10 practice in 2015. In comparison John McAslan & Partners who ranked a position above Purcell at 17th place in 2011 have dropped to 47th place in 2015.

New clients are up 13%, repeat clients are up 12% and referrals are up 4.5%. Global spread has increased, Purcell are now operating in India, working on projects in Myanmar and Australia and bidding for work on mainland China, Singapore, Turkey and Canada. The practice is also gaining higher media coverage. They held their first ever press day, achieved 342 press clippings in 2014, had several mentions in national coverage and are regularly asked for their opinions in trade press.

Purcell now has the drive to enter into awards. They won AJ100 regional Best Place to Work awards in 2012 and 2013 and high profile project awards, such as RIBA West Midlands for their work on CoRE (Centre of Refurbishment Excellence). Purcell was also a finalist in six business and design awards including AJ100 practice of the year 2012, AJ120 Business Pioneer Award 2015 and BD Architect of the Year 2015.

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**UP**  
**EIGHT**  
PLACES IN  
THE AJ120



NEW  
CLIENTS  
UP

**13%**



REPEAT  
CLIENTS  
UP

**12%**



REFERRALS  
UP

**4.5%**

# 6. OTHER INFLUENCING FACTORS

## THE RECESSION

The recession was a big factor that affected the practice's growth. Other practices, particularly those of a similar size at the time (around 160-180 staff) went through large rounds of redundancies. Purcell managed to keep redundancies to a minimum and invested in marketing which in turn allowed Purcell room to grow.

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## INCREASED PR SPEND

Purcell has been investing more in PR with spend at financial year ending April 2012 equating to £9,657 (5.3% of the marketing budget) to £22,850 (7.6% of the marketing budget) in the financial year ending April 2015.

# 7. RESEARCH RESOURCES

- Purcell's central project management system
- RIBA 2012/13 Executive Summary
- RIBA 2013/14 Executive Summary
- Colander Architectural Benchmarking
- Architects Journal AJ100/AJ120