



UNIVERSITY OF  
STRATHCLYDE

# Corporate Identity "Towards the Millennium"

Friday, 17 June 1994  
Collins Suite, 22 Richmond Street, Glasgow

Generously sponsored by The Arthur Andersen & Co Foundation

First Symposium on  
Corporate Identity  
Management

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## University of Strathclyde - Department of Marketing

The University of Strathclyde's venerable history began in 1796 when John Anderson founded Anderson's Institution, later to be known as the Royal College of Science and Technology, the prefix Royal being granted in 1912 by King George V. From the outset the Institution was different from the earlier established universities in Britain; it aimed at a wider range of students and offered a broader variety of subjects, particularly those concerned with 'useful learning'. This bias towards business studies, applied science and engineering continues to the present day and among Strathclyde's many distinguished alumni are John Logie Baird, the inventor of television; James Henry Dyer, the first Professor of Engineering in Japan; and Lord Reith, the first Director-General of the BBC.

The Department of Marketing, established in 1971, has grown to be the largest specialist marketing department in Europe. It is held in high esteem nationally and internationally; its staff are well known and highly respected, and its graduates are to be found in senior positions in many countries. The Department has a strong research tradition. This has been reflected in the award of a ranking of 'five', the highest rank awarded by the UK Universities Funding Council in its recent Research Assessment Exercise. This rating equates to "international excellence in some sub-areas of activity and national excellence in all others". The Department is developing an international reputation for its research and scholarship in corporate identity management. The subject is offered as part of the BA (Honours) and MSc degrees in marketing as well as the MBA degree.

### Arthur Andersen

ARTHUR  
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Arthur Andersen is pleased to sponsor the Department of Marketing's first symposium on Corporate Identity which has brought together so many of the leading figures in this field. Today's speakers recognise corporate identity not simply as the visual identity of a company but as the complete presentation of that company to its publics - from the Chief Executive to the condition of delivery vehicles.

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Collectively, *all* aspects of a company make a statement about it, either positive or negative, which will impact on its business. In the face of an increasingly competitive marketplace, more and more companies are embracing this concept. They are turning to benchmarking, the idea that by measuring products, services and practices against the best in the business world, a company can out perform its competitors, better serve its customers and deliver outstanding service - the foundation of a strong corporate image.

Defining "Best Practice" in any industry can achieve improved business performance but it is necessary to look beyond cost cutting or bottom line comparisons, it must tackle the real challenges concealed in everyday business functions in such a way as to deliver outstanding levels of customer satisfaction.

Today's distinguished speakers will present an exemplary case history and bring further insight into improving company performance as the millennium approaches, which Arthur Andersen is committed to achieving for its clients.

## Programme

- 10.00 *Welcome and Introduction*  
**Lord Gould**, Chairman of Court, University of Strathclyde  
**Professor Michael Baker**, Marketing Department  
**Mr John Kerr**, Arthur Andersen  
**Mr John Balmer**, Symposium Organiser & Chairman
- 10.30 **Mr Adrian Day**, Senior Consultant, Landor Associates  
Corporate Identity Consultants to British Airways
- 11.15 Coffee
- 11.45 Address  
**Lord King of Wartnaby**, President, British Airways
- 1.00 Luncheon in The Barony Hall, Rottenrow East
- 2.30 Afternoon Session: Opening Remarks  
**Mr John Balmer**
- 2.35 *Corporate Reputation: What is it? What of it?*  
**Professor Stephen Greyser**, Chairman, Editorial Board,  
Harvard Business Review
- 3.20 *The European Global Company*  
**Mr Wally Olins**, Chairman, Wolff Olins
- 4.00 Tea
- 4.20 *Towards the Millennium - Corporate Image and Reality*  
**Mr David Bernstein**, Director, Kelland Communications
- 5.05 *Question-and-Answer Session*
- 5.35 *Summary*  
**Mr John Kerr**, Arthur Andersen
- 5.45 Drinks reception

**Lord Gould**

Appointed Chairman of Court of the University of Strathclyde in 1993. He is Chairman of MacTaggart & Mickel Limited and holds non-executive directorships of American Trust PLC, Edinburgh Oil and Gas PLC, Gibson & Gould Ltd and Scottish Medical Research Trust. He is a

past Chairman of the Confederation of British Industry (Scotland) and of the Scottish Conservative Party. He was created a Knight Bachelor in 1983 and was elevated to the peerage in 1987.

**Mr John Kerr**

John Kerr is a Partner with Arthur Andersen, leading the operational consulting division in Scotland. He graduated from the University of Strathclyde with a BA in Business and Administration and joined Arthur Andersen in 1978, qualifying as a chartered accountant in 1981.

He spent time in London and Chicago Financial Consulting Services Group, specialising in Strategic Financial Consulting, after which he returned to the Scottish practice, to set up a similar group. He has experience in organisational and productivity reviews; strategic financial planning; performance management; pricing and customer strategy (incorporating the use of activity based costing). John Kerr has gathered consulting experience with a number of Scotland's largest companies in its principal industries, including manufacturing, life assurance and fund management and retailing.

**Professor Michael Baker**

Professor Baker has been the Foundation Professor of Marketing at the University of Strathclyde since the inception of the department in 1971, serving successively as Dean of Strathclyde Business School, Deputy Principal and Senior Adviser to the Principal. He has also served as Chairman of

SCOTBEC, the Chartered Institute of Marketing and Marketing Education Group, as Governor of the CAM Foundation and Member of the ESRC and UGC. Author/editor of more than 20 books and the Founding Editor of the *Journal of Marketing Management*. Professor Baker has extensive international experience, holding

Visiting Professorships in Australia, Canada, Egypt, France, Hong Kong, New Zealand and Qatar and consultancies to numerous international companies.

**Mr John M T Balmer**

Joined the Business Faculty at the University of Strathclyde in 1990 after holding senior management positions within the Directorate of Arts and Leisure in Brighton; as an assistant administrator of Lord Menuhin's Live Music New Concert Agency; and as a



specialist adviser on Corporate Identity to BBC Scotland's board of management. He introduced corporate identity as a distinct area of study within the University of Strathclyde and is the course lecturer for the popular undergraduate and postgraduate courses in corporate identity management. He holds a first degree from the University of Reading and undertook postgraduate studies in education and management at the University of Durham, where he was a member of University and Collingwood Colleges respectively. He is an Associate Member of Trinity College, London.

**Mr Adrian Day**

Adrian Day is a Senior Consultant at Landor Associates, where his work includes the development of corporate identity and communications strategies for clients and the direction of identity programmes. He has a background in business-to-business marketing and brand identity. In the past he has consulted on brand identity and new product development projects for clients such as



Thorn-EMI, Bass, Asda and Beecham. Whilst at Siegel & Gale, he successfully developed the directed international strategic identity programmes for BP, Scholl, Gestetner and London & Edinburgh Insurance. His commentary on corporate identity and communications have appeared in *The Times*, *the Financial Times* and *the Marketing Magazine*.



#### **Lord King of Wartnaby**

Lord King, then Sir John King, joined the Board of British Airways in December 1989 and succeeded Sir Ross Stainton as Chairman in 1981. He became President in 1993. He is Chairman of Babcock International and holds several Directorships including The

Daily Telegraph plc, Shorts Brothers, Norman Broadbent International and The Spectator. Active in public as well as corporate life, Lord King is a Trustee of the Blenheim Trust and a Director of the Royal Opera Trust. Lord King is a Fellow of the British Institute of Management and was awarded the Honorary Degree of Doctor of Letters from the City of London Polytechnic. He is a Freeman of the City of London and has been awarded the Royal Order of the Polar Star by the Swedish Government. He was created a Knight Bachelor in 1979 and became Lord King of Wartnaby in the 1983 Queen's Birthday Honours.



#### **Sir Francis Kennedy**

At the end of his long and distinguished career in the British Diplomatic Service in 1983, Sir Francis Kennedy was appointed Director General of Trade and Investment USA, and Consul General, New York. Since 1986 Sir Francis has acted as personal adviser to the Chairman and Board of British Airways. He

represents the Chairman in dealings in the UK and overseas, and with government departments, companies and organisations which are commercially important to the airline. He was appointed a non-executive director in 1987. He is Chairman of British Airways Regional.



#### **Professor Stephen Greyser**

Stephen A. Greyser is Professor of Business Administration at Harvard Business School. He is also Editorial Board Chairman of the Harvard Business Review and for five years was its editor and research director. He is responsible for twelve books and is a frequent contributor to journals on marketing and

advertising. He conceived and developed the Harvard MBA course on the 'new' Corporate Communications, exploring business efforts to

position itself with its many external constituencies. This has resulted in over 25 new case studies and articles on corporate identity and image, public affairs and corporate reputation. Professor Greyser holds directorships of the credit card membership services firm Comp-U-Card International, Edelman Worldwide (one of the largest independent public relations firms), Opinion Research Corporation and is Vice-Chairman of the Public Broadcasting Service of the USA. He is a frequent speaker and television panellist both in the US and abroad.

#### **Mr Wally Olins**

Wally Olins is Chairman and co-founder of Wolff Olins, one of the world's leading consultancies in corporate identity. He is Visiting Professor at Lancaster University and Copenhagen Business School and teaches at leading business schools throughout the world, including the London Business School, the Erasmus University, Rotterdam and at the University of Strathclyde. He is author of a number of books on corporate identity and related matters. His latest book 'Corporate Identity' is published by Thames and Hudson in the UK and Harvard Business School Press in the USA.



#### **Mr David Bernstein**

After graduating from Oxford University he began a career in advertising and became creative director of three international advertising agencies. In 1972 he founded The Creative Business which provided appropriate communication solutions to client problems - in marketing, corporate communications, design, new product development and advertising. Its client list was called a "Who's Who of British Marketing". He is now Managing Partner of Kelland Communications Management. He is the author of five books - on advertising, marketing, corporate communications, presentation and the environment.



## Participants List

- Mr Antti Ainamo, London Business School  
Mr Attiq Asghar, Scottish Television plc  
Mr Stephen Auty, Scotsman Publications Ltd  
Ms Lorna J Baird, Development & Alumni Affairs Office  
Professor Michael Baker, Department of Marketing  
Mr Rick Ballard, Arthur Andersen  
Mr John M T Balmer, Department of Marketing  
Ms Jane Beck, Good Relations  
Mr Patrick Bellew, Scribble Advertising & Design  
Mr David Bernstein, Kelland Communications  
Mrs Susan Bernstein, Kelland Communications  
Mr Graeme Bissett, Arthur Andersen  
Mr Chris Blackburn, Oxford Brookes University  
Mr Roland Boyd, Arthur Andersen  
Mr Gregory Cambitsis, Centre for Facilities Management  
Mr David Castellani, SIGNA  
Mr Ken Craig, Ivory & Syme  
Miss Michelle Crilly, Department of Marketing  
Mr Adrian Day, Landor Associates  
Dr William Donaldson, Department of Marketing  
Mr Geoffrey Duncan, Lord Dean of Guilds, Glasgow  
Mr Sean Ennis, Department of Marketing  
Mr Ian Fiddes, Bank of Scotland  
Mr Eric Forbes, Hall & Tawse Scotland Ltd  
Mr David Gass, Scottish Management Projects  
Mrs Julie Gillies, Scottish Nuclear  
Mr Nick Godwin, Jetstream Aircraft Ltd  
Lord Gould, Chairman of Court  
Mrs Christina Graham, Department of Marketing  
Cllr Malcolm Green, Member of Court  
Mr Mike Greig, Arthur Andersen  
Professor Stephen Greyser, Harvard Graduate Business School  
Dr Linda Greyser, Harvard Graduate Business School  
Mr David Griffith, Royal Mail  
Mr Martin Griffiths, Arthur Andersen  
Professor Neil Hood, Department of Marketing  
Mr Nicholas Ind, The Jenkins Group  
Mr John Ivison, Scotmedia  
Mr Roy Johnson, Member of Court/ University Treasurer  
Ms Helen Joyce, Queensland University  
Ms Jane Karwoski, Arthur Andersen  
Sir Francis Kennedy, Chairman of British Airways Regional  
Mr John Kerr, Arthur Andersen  
Lord King of Wartnaby, President, British Airways  
Ms Janice Kirkpatrick, Craven Images  
Mr John H Lace, Babcock Energy Ltd  
Professor Scott Lathrop, Harvard Graduate Business School  
Mrs Ursula Laver, Director, Public Relations Service  
Ms Sarah Lindsay, Arthur Andersen  
Dr Andy Lowe, Department of Marketing  
Ms Shonaig MacPherson, McGrigor Donald  
Mr Paul Manning, Alexanders Holdings plc  
Mr Brian Marjoribanks, Independent Television Commission  
Dr Michael McDermott, Department of Marketing  
Mr Brian McGhee, Arthur Andersen  
Ms Shona McIver, Westpoint  
Mr Iain McMillan, CBI Scotland  
Mr Ian McNeil, Arthur Andersen  
Mr Hamish Milne, Stewart Milne Group  
Mr Alan Mitchell, The Times  
Mr Barry Moore, Department of Marketing  
Mr D W Morrow, Sidlaw Group plc  
Mr David Mungall, Public Relations Service  
Ms Elaine O'Brien, Department of Marketing  
Mr Wally Olins, Chairman, Wolff Olins  
Mr Steven Olivant, Royal Bank of Scotland plc  
Professor Douglas C Pitt, Dean of Strathclyde Business School  
Mr Paul Rasmussen, Good Relations  
Professor Peter Reed, Vice-Principal  
Mr Ian Reid, British Airways  
Mr Ken Robertson, United Distillers  
Mr James Rodger, Arthur Andersen  
Mr Kenneth Sandford, Trades House Glasgow  
Professor Susan A Shaw, Department of Marketing  
Dr Margaret Sheen, Technology & Business Studies  
Mr Paul Smith, Glasgow Development Agency  
Mr P R Spicer, Wm Low  
Professor Gordon Swartz, London Business School  
Mr Stephen Thomas, HeadStart  
Sir Thomas J Thomson, Member of Court  
Ms Liz Turner, Royal Mail  
Mr van Lauder, Ivory & Syme  
Dr J van Rekom, Erasmus University Rotterdam  
Professor C B M van Riel, Erasmus University Rotterdam  
Mr David Vickery, The Jenkins Group  
Mr Paul Walker, CBI Scotland  
Mr Rod E Wilkes, Chartered Institute of Marketing  
Mr Alan Wilson, Department of Marketing  
Professor Stephen Young, Department of Marketing