

Using Branding to Strengthen a Private Law Network

John Dunne
WCF Congress, Durban
21 June 2005



The Chambers of Commerce of Ireland
IN BUSINESS FOR BUSINESS

The Irish Chamber Movement

- Population: 4 million
- Businesses: 200,000 (10 MNCs pay 25% CPT; 4% account for 90% exports)
- Membership: 15,000/40%
- Private Law, founded 1923, first staff 1989
- 59 Chambers
- 15 accredited; 44 not accredited
- Unaffiliated c20



Crisis – the context

- Financial crisis 2000/2001
- Governance crisis (directors' role)
- No shared ownership of 'network'
- Too much disparity for effective network
- As strong as the weakest link

=>

- New board and constitution
- New strategic review



Branding – the key

- A strong common bond in the network
- Awareness – high
- Understanding - low
- Lack of control – a common frustration
- Increasing profile adding to awareness
- Target – 20,000 members by 2007.



Research – Business Perceptions

- Room to expand membership and awareness.
- Lack of Knowledge is the main barrier to membership.
- Concerns about effectiveness and value for money.
- Worrying lack of knowledge of members about their chamber.
- Enablers and trustworthy rather than high profile or modern.
- Perceptions more positive if part of the national organisation.



Research – Chamber Aspirations

- Representative – of businesses and their needs
- Having an economic vision for its area
- Consistent
- Relevant
- Trustworthy
- Proactive
- Value for money
- Strong and influential
- A crucial network
- There when you really need them
- Professional
- Friendly
- Transparent
- Modern & diverse; inclusive
- Focused
- Multi-sector
- Local
- Essential



Enablers – Tiered Accreditation

- Membership charter – defining mutual expectations and obligations
- 'Tiered accreditation' at four levels: associate; local/district; county/city, regional.
- Incorporates linkages 'nesting' the different levels together.
- Allows 'tiered' service design at national level



Enablers – Content Drivers

- Lobbying and media profile
- Field-based development staff
- New service offerings
- New revenue opportunities
- New branded commercial products



Enablers – Protection of Name

- Eight year lobbying campaign
- Success in 2004
- Company/Business Name registration
- Administrative rather than statutory basis



Enablers – New Logo

- Branding Group established summer 2004
- Call for proposals from branding design agencies
- Decision to recommend single national logo across all aspects of network activities
- Branding Group recommendations to Board with endorsement from CEO network (end 2004)
- Extensive national consultation leading to definitive buy-in by end June
- Tentative 'Big Bang' launch in October 2005



New Brand - Content

- **Name**
 - For local Chamber:
 - *NAME CHAMBER*
 - For CCI:
 - *CHAMBERS IRELAND*
 - **One core logo design**
 - **Tagline** “*In Business for Business*” continues
 - New brand will be **capable of evolving** with future developments of the Chambers organisation (network)
 - Can work for tiered organisation structure
 - Can work for products
 - **Advertising** campaign will support the new brand
- **Key Message to Communicate**
 - **Growing your business**
 - We will help you to sell your products and services
 - **Networking**
 - Focus on the benefits of networking and not the fact that a network of 12,000 businesses exists
 - People do business with people they know
 - **Lobbying**
 - (Often the reason why local chambers develop)
 - The strongest lobby group you will get for issues that are relevant to you
 - **Products**
 - e.g. Chamber HR, Training for businesses, such as H&S, managing staff, Certs of origin, Information that will help people in business



Paying for It!

- Minimum cost €250,000.
- Design process carried by national organisation (up to €50,000).
- Re-branding costs shared by all stakeholders.
- Mixture of national press, national and local radio – effective and affordable.
- Advertising spend (minimum of €200,000 carried by project budgets).
- Time campaigns to coincide with national and local lobbying and research



Results

- Chamber recruitment, retention and rationalisation
 - 10 new applicant chambers
 - 2 new county chambers by year end
- Turnover increased 100% in each of past two years.
- Commercial income up 400% in 2005
- Contract income up 1000% next year
- Brand awareness metrics being tracked



The New Logo?



The Chambers of Commerce of Ireland
IN BUSINESS FOR BUSINESS