

# BRANDING

## UN DEVELOPMENT WORK

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A Guide for UN Country Teams



**UNITED NATIONS  
DEVELOPMENT GROUP**

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# The Power of Brands

Think about the global brands you see everywhere. Coca-Cola. Google. SONY. McDonalds. They all have something in common: everyone understands their unique offer. Everyone understands the core purpose of their business. That's the power of branding.

Whatever your personal opinion of the companies behind these brands, you must admit that they have done a successful job of creating a consistent experience for their customers. From packaging to advertising to media coverage to the design of the products themselves, you know--wherever in the world you are--that you are dealing with a clearly differentiated product or service that holds its own against the competition.

These are companies that have defined their Brand Promise, and they stick to it.

 = refreshment

 = information made easy

 = quality personal technology

 = tasty, convenient

## About This Guide

This guide was designed for United Nations system communications professionals. It provides a breakdown of what brands are; a brief look at some of the major brands in international development; explanation of the importance of relationships to brand perception; discussion of the reputation of the UN with the international public; review of helpful UN messaging; and suggestions for how the Country Teams should start to think about their brands – specifically, about differentiating themselves from other development actors while leveraging the overall identity and mission of the UN system.

The guide also offers an overview of the branding and messaging process and includes examples of organizations from different sectors that have created successful identity systems.

### What Is a Brand?

So what, then, is a brand? A brand is a collection of ideas, images, expectations and associations that are connected to an organization, product, service, issue or campaign. In a nutshell: brands are intangible.

**BRANDS ARE INTANGIBLE**

But just because brands are intangible does not mean they are accidental. On the contrary, the Brand Promise (otherwise known as positioning) is developed within the organization to differentiate its product or service from similar entities. And the Brand Identity is carefully designed to reflect that promise.

#### The Brand Promise:

- Clarifies the organization’s purpose
- Distinguishes it from similar organizations
- Describes why people should support the organization and its work

#### The Brand Identity includes:

- Logo
- Tagline
- Key Messages
- Collateral (brochures, mailings, Web site)
- Advertising

And there is one more piece of the puzzle: the public’s experience of the brand, or the **Brand Experience**. No amount of advertising can counter the personal experience of a consumer who bought a faulty

product or had a bad conversation with a customer service representative. Similarly, all the good work an organization does may be undermined by a negative story in the newspaper, or even a disgruntled employee at a dinner party. That’s why the relationship between the brand and its constituents is so important – and why consistency is the best way to ensure that the brand promise you want to communicate matches the image that people have in their minds.



### Benefit Branding

Fenton Communications has developed a term call “Benefit Branding” to refer to the process of branding non-profit organizations that engage in a social mission. Where Benefit Branding diverges with traditional corporate branding is in the understanding that corporate customers have a fundamentally different relationship to the brands they purchase than non-profit or cause customers (supporters, members, donors).



There are two key differences. First, when a corporate customer buys a bottle of dishwashing liquid, he or she is primarily interested in how clean it makes their dishes, not how clean it makes the world's dishes. In contrast, Benefit Customers want clean dishes, but they want that result along with good business practices, solid environmental practices and more for themselves, their neighbors, their state, their country and their world. A Benefit Brand expands the Brand Promise beyond the individual and extends it to society as a whole (or a clearly defined segment of society).

Second, Benefit Customers are less price-sensitive than corporate customers. Corporate customers will not forgive a significant price fluctuation for that dishwashing liquid. They'll pay 4.99 for 1 liter. But they won't pay \$25. Benefit Customers, on the other hand, are willing to pay more – or spend more time working – for clean air, equality or public health. They expect value (which, in an organization's case, means results), but a Benefit Brand builds a deeper affinity with its audience, since it speaks not only to an individual's preferences, but also to his or her values.

The United Nations system clearly offers great social benefits. In seeking to build the brand of the system, and to tie the work of the Country Teams to that larger brand, it is critical to articulate not just what UN agencies do, but why they matter. The team's value is its collective impact on development and the improvement of lives.



# International Development Brands

The field of international development is crowded with actors. Aside from the much-discussed problem of fragmentation of aid, this crowding also has implications for branding. For the average person in a recipient country (or a donor country, for that matter), it is very difficult to discern who the most effective actors are, and whether programs are funded by public or private sources.

In the non-governmental sphere, major service organizations like CARE, Oxfam, Save the Children, World Vision and the Gates Foundation stand out. These organizations are able to develop and implement programs with a visible presence in recipient countries. Many people may not realize that some of the funding for these organizations comes from foreign aid – in addition to member contributions. As long as these organizations are perceived as “non-governmental,” it may be easier for them to position themselves as apolitical and neutral.

In the sphere of government and multilateral organizations, major funding comes from agencies like the United States International Development Agency and its counterparts in Japan, the EU countries, Canada, from the European Commission, from United Nations agencies like the UN Development Programme and UNICEF and from other parts of the UN system like the World Bank and the International Monetary Fund.



While the United Nations acts according to international principles and not the political agenda of any one country, it may nonetheless be perceived as more allied with governments in power than a non-governmental organization like Save the Children. This presents unique branding challenges for all members of the UN system.



## Challenges and Opportunities for Positive Public Perception

There is a common set of challenges for creating a positive image of development and humanitarian actors, including the following perceptions and misperceptions:

- Agencies and NGOs are outsiders
- Aid is given with a Western/Northern agenda
- Donors support repressive governments
- Relief efforts are slow and inadequate
- Programs are inefficient
- Programs belie lack of cultural understanding
- Donors don't work closely with local actors
- Aid is linked to political interests vs. humanitarian need

In addition, there is the challenge that because donors and beneficiaries are geographically removed, it is hard for beneficiaries to see where help is coming from and to provide real-time feedback (the principal-agent problem).

Despite these challenges, there are ways that development and humanitarian actors can convey their worth to the local population. These include:

- Focusing on results
- Partnering with local NGOs to emphasize local needs and goals
- Promoting local leaders/allies
- Emphasizing universal (not Western) values and objectives

## The Role of Positioning

Given the crowded development field, and the challenges to positive public perception of development actors, how do we differentiate the UN Country Team from other actors? How do we create a positive mental picture in the minds of the key segments of the public whose favorable opinions we need to be successful in our work? We can accomplish this through positioning – the deep, strategic process that considers:

- Where are we today? What is the UN's current "position"?
- Who are our competitors?
- What are their positions?
- What position is open to us?
- What position do we want?
- What do we need to do to get there?

In answering these questions —and incorporating the answers in all of our communications and outreach—we will differentiate the Country Teams from government agencies, NGOs and even individual UN agencies.



# Building Relationships

As we discussed at the beginning of this guide, the brand is about the Brand Promise, the visual and verbal Brand Identity and the public's Brand Experience in the real world. There are various ways a citizen could come into contact with a UN Country Team, such as:

- Web site
- Press release
- Media coverage
- Briefings
- Face-to-face meeting

All of these are opportunities for building a relationship.

Some major corporations are making the customer relationship the cornerstone of their branding efforts. For example, Nikon has developed a Web site that shows users how to take better photographs, depending on the type of photography they like. Adidas, the athletic apparel company, offers downloadable software that runners can put on their iPods to help them train. Apple's iTunes software allows people to organize thousands of songs on their computers. In providing these free services, Nikon, Adidas and Apple are connecting to things that people care about (photography, running, music) and helping them do or enjoy these things better. That's an emotional connection.

## CASE STUDY: CARE

In the non-profit sector, CARE provides a great example of an organization that has created a consistent Brand Identity and found a way to connect emotionally with key audiences – members, prospective members, major donors, and beneficiaries. With its “I am powerful” campaign, CARE has positioned itself as the organization that fights poverty while defending the dignity of impoverished individuals, particularly women.

Its message of empowerment extends from the photographs of individuals from developing countries featured on its Web site to the tote bags and T-shirts that donors wear. By consistently using this message, CARE taps into beneficiaries' need to not feel helpless and donors' desire to offer a hand-up, not a handout. Thus being affiliated with CARE is about more than aid distribution – it's about helping people help themselves get out of poverty.





# Reputation of the UN

A quick scan of the headlines and opinion polls reveals that the United Nations is not favorably viewed by many of the world's citizens, but opinions vary widely.

- Gallup, March 2009: "For the seventh straight year, about 6 in 10 Americans -- now 65% -- say the United Nations is doing a poor job of solving the problems under its care. Only 26% believe it is doing a good job."
- WorldPublicOpinion.org, 2008: "A survey of seven majority Muslim nations found people conflicted about the United Nations. On one hand there is widespread support for a more active UN with much broader powers than it has today. On the other hand, there is a perception that the UN is dominated by the US and there is dissatisfaction with UN performance on several fronts, particularly in dealing with the Israeli-Palestinian conflict."
- *Washington Post*, March 27, 2009: "A former UN official who oversaw reconstruction funds in Afghanistan diverted half a million dollars from roads, schools and clinics to fund his luxury lifestyle, according to a confidential internal UN investigation. The UN Procurement Task Force accused Gary K. Helseth, an American who headed the UN Office for Project Services (UNOPS) in Afghanistan from 2002 to 2006, in December of using the funds for lavish purchases, including first-class flights to Las Vegas and meals in posh restaurants in Copenhagen, Dubai, Florence and New York."

- *The Independent*, January 2005: "Problems in the past 12 months have included the alleged fraud in the oil-for-food programme in Iraq, in which some of the UN's top officials have been implicated."

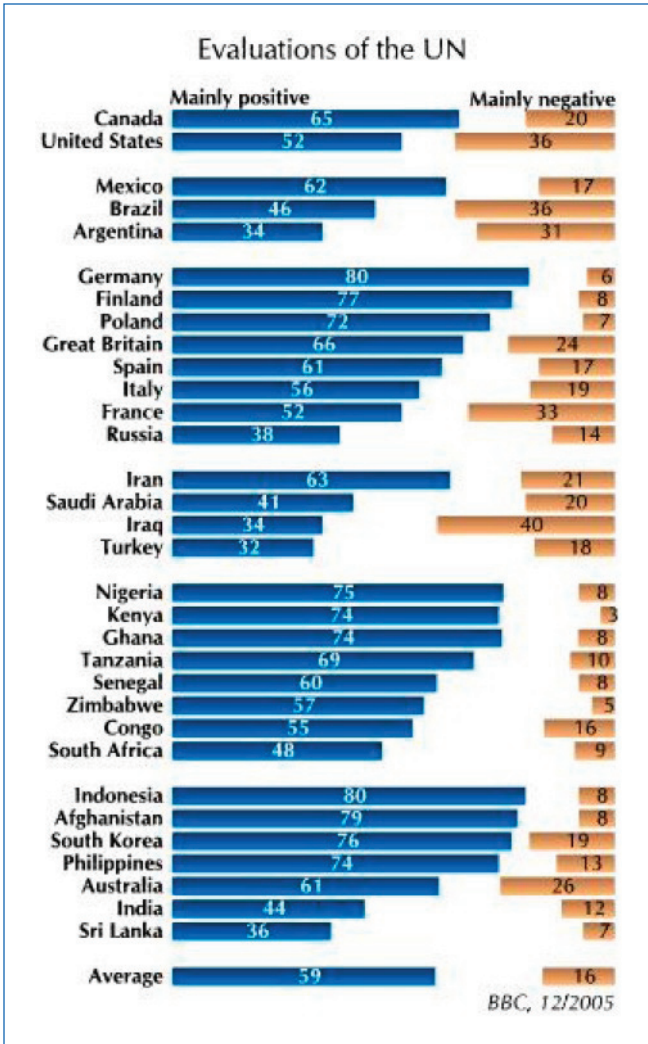
"UN peacekeepers in the Democratic Republic of Congo were accused of running prostitution rings and of raping women and teenage girls."

- *New York Times*, January 2008: "A Senate subcommittee criticized the United Nations Development Program in North Korea on Thursday, accusing it of lax management and poor accountability."

Note that in many of these stories, the first reference is to the UN, and only in the details is the specific agency named.

Publics in most countries continue to view the UN as having a positive influence in the world, according to a 2006 BBC World Service poll of 32 nations. In 30 of the 32 countries polled, a majority (23 countries) or a plurality (7) rated the United Nations as having a positive influence. On average 59 percent rated the United Nations as having a positive influence, while just 16 percent rated it as having a negative influence.





**Internal Feedback**

Staff working in various UN agencies are very familiar with the criticisms levied at the institution. In concert with the UN Development Operations Coordination Office, Fenton Communications designed a brief survey that was sent to UN coordination and communications staff in 135 countries. In this survey, we asked questions about the accusations made about the UN as well as the positive work that UN staffers want their program country’s citizens to know. Our goal was to focus on the perceptions that need to be overcome and the selling points that need to be made to bolster the UN brand at the country level.

We have included a brief selection of compelling comments.

**Negative Impressions Citizens Have**

- The UN is useless, **under the control of the US**, has no power, heavy bureaucracy, does not understand the local people.
- The UN is a **talk shop** with no teeth to bring about change.
- Too many people are working in the UN compared to the output, and so are basically **doing little work**.
- The work of the UN is **not really known** inside much less outside the system.
- The UN has **poured millions of dollars onto problems whose indicators are still going backwards**.
- The UN offers **blind loyal support to governments**.
- **UN staff is spending most of the money**

- **that is intended for communities.**
- **Not enough accountability**....Funds are used to develop the UN and not a country.
- The UN **is removed from reality** on the ground, with offices and a lot of expatriate staff based in Nairobi and not Somalia.... The UN uses more resources on its own staff than it uses on community projects.
- The UN is paying salaries for MPs and ministers in Somalia....The UN **runs the Somalia TFG government.**

#### **Positive Impressions Citizens Should Have**

- The UN **supports the peace process** and on the other hand the UN helps the government / **builds its capacity for providing basic services** to the people.
- The UN is **funded by almost 200 Governments** and it is working to develop local capacities.
- The UN works with governments to improve the lives of its people. The UN **does not seek to make profits and does not take sides.**
- The UN steps in in case a country is not capable of fulfilling its fundamental obligation towards its population, be it during conflict, emergency, early recovery or development. This is to **alleviate the suffering of the people**
- The UN **mobilizes international resources.**
- The UN is **an enabler for sustainable development.**
- Our presence is **at the request of the Government of the country.**
- The UN is at the **service of vulnerable people.**

To some extent, the UN Country Teams are in the best position to confront the negative perceptions because they have a broad view of all UN-sponsored development and humanitarian work taking place throughout a country and can tell specific stories about the constructive changes taking place in people's lives.



# UN Branding

In order to develop brand identities for the Country Teams, it's important to first understand how the United Nations is currently branding itself. A survey of logos from agencies in the UN system shows some attempt at cohesion, with many agencies playing on the laurel wreath theme. But it's clear that agencies have had the leeway to design their own logos and select their own typefaces and color treatments.



More important than consistency in visual identity, however, is consistency in messaging. It is the messages that convey your Brand Promise. And in this area there are good resources to mine.



## 60 Ways the UN Makes a Difference

The umbrella message of the United Nations – “60 Ways the UN Makes a Difference” – is a good platform from which to base messaging for the Country Teams, because it is all about the comprehensive nature of UN service.

The United Nations was established, in the aftermath of a devastating war, to help stabilize international relations and give peace a more secure foundation.

Amid the threat of nuclear war and seemingly endless regional conflicts, peacekeeping has become an overriding concern of the United Nations, and the activities of the blue-helmeted peacekeepers have emerged as among the most visible.

But the United Nations is much more than a peacekeeper and a forum for conflict resolution. Often without attracting attention, the UN and its family of agencies are engaged in a vast array of work that seeks to improve people’s lives around the world.

Child survival and development. Environmental protection. Human rights. Health and medical research. Alleviation of poverty and economic development. Agricultural development and fisheries. Education. Advancement of women. Emergency and disaster relief. Air and sea travel. Peaceful uses of atomic energy. Workers’ rights. The list goes on.

The “60 Ways” are categorized into eight areas, of which six pertain to the development agenda of UN Country Teams:

- Economic Development
- Social Development
- Environment
- Humanitarian Affairs
- Human Rights
- Health

The other two, Peace and Security and International Law pertain more to the political side of the United Nations and need not be emphasized in Country Team messaging.



## Millennium Development Goals

For the development community in general and Country Teams in particular, the Millennium Development Goals offer great messaging guidance because the goals are so specific and measurable.

1. Eradicate Extreme Poverty and Hunger
2. Achieve Universal Primary Education
3. Promote Gender Equality and Empower Women
4. Reduce Child Mortality
5. Improve Maternal Health
6. Combat HIV/AIDS, Malaria and Other Diseases
7. Ensure Environmental Sustainability
8. Global Partnership for Development



Each goal comes with a clear message. For example, for Goal 1, the eradication of extreme poverty and hunger, one message is:

Over the years, we've been inundated with the statistics and the pictures of poverty around the world—so much so that many people in both the North and South have come to accept it as an unfortunate but unalterable state of affairs. The truth, however, is that things have changed in recent years. The world today is more prosperous than it ever has been. The technological advances we have seen in recent years have created encouraging new opportunities to improve economies and reduce hunger.

The goal language is accessible because it provides a context, is told as a narrative, and is not full of jargon.

Each MDG also sets targets for success by 2015; in this case:

1. Reduce by half the proportion of people living on less than a dollar a day.
2. Reduce by half the proportion of people who suffer from hunger.

This quantifiable target is something that people can wrap their minds around because it moves beyond the general to an imaginable result.

Moreover, the specificity of the goals lends itself to human-interest storytelling that fleshes out how the MDGs are actually helping real people. An article

in *Perspectives in Health*, the magazine of the Pan-American Health Organization (regional office of the World Health Organization), offers this example:

Doctors at a local health clinic in Brazil learned the reason their patients who regularly came in with health problems related to poverty stopped coming was due to a national anti-hunger program that gave children three meals a day.

It was simply that these children were starting to eat better," says Nélia Maria Cruz, the clinic's chief.

The children were among thousands who have benefited from Fome Zero ("Zero Hunger"), a national effort to eliminate hunger in Brazil.

The program's formula is simple: Give each Brazilian the opportunity to have at least three meals a day. It might not seem like such a bold challenge but approximately one quarter of Brazil's 170 million people currently live below the poverty line.

To meet the immediate needs of everyone who goes hungry in the country, the government needs to provide emergency help to 11 million families, according to official estimates. At the same time, the effort must include long-term actions to enable the population to manage on its own, so that in the future every family is able to buy its own food.

(For guidance on talking about the MDGs, see “The Blue Book: a Hands-on Approach to Advocating for the Millennium Development Goals” at <http://www.undg.org/index.cfm?P=616> )

### Summary Language

Here are some examples of summary language for describing the overall mission of the United Nations, taken from survey respondents in Somalia. They move away from jargon and toward more colloquial descriptions:

- The UN works closely with its counterparts on the ground to identify needs and to come up with **home grown solutions**.
- The UN is present in many trouble spots- places that the rest of the world may not access. The UN is usually **among the first to respond** to humanitarian emergencies, and its staff **risk their lives to help** those most in need.
- The UN is not an entity that works alone. The UN is actually a **composition of many governments all over the world who came together for the sake of world peace**, and agreed to pool their resources to help not only each other but also those governments that are weak and unable to help themselves.

More work on simple messages like these would help all UN Country Teams respond to questions and create communications materials that a variety of audiences can understand.

### Coordinator vs. Partner

Some Country Teams describe the UN’s role as a partner, as in “an effective partner of countries.” While other teams describe the UN’s role as a coordinator, that “coordinates international efforts for development.”

Given the criticisms made about the UN being an outsider and an arm of foreign governments, it might be more palatable to focus on UN Country Teams as representing a partnership with national governments and civil society actors – except in extreme cases where the national government is so corrupt or repressive that it is better to emphasize how the Country Team is representing international principles of solidarity, cooperation and human rights.





# Role of the UN Country Team

In thinking about how to present the brand of the UN Country Team, the first step is to identify your target audiences. Given that the team’s overall mission is to coordinate and represent the development work of the UN system across a given country, your audiences are:

- Host government
- Donors
- Local NGOs
- Interested public

## Messaging for Target Audiences

Each of these audiences wants different things from their interaction with the UN and the UN wants different things from these audiences. By identifying what both sides care about, and how this differs according to the target audience, you can develop the language that will resonate with each audience and ultimately support a more productive relationship.

AUDIENCE	UN WANTS	THEY WANT
Donors	Investment <ul style="list-style-type: none"> <li>• Money</li> <li>• Agreement to be coordinated</li> <li>• Policy prescriptions allied with UN principles</li> <li>• Aid effectiveness</li> <li>• Less fragmentation</li> </ul>	Impact <ul style="list-style-type: none"> <li>• Measurable results</li> <li>• Alleviate suffering</li> <li>• Recognition</li> <li>• Promote sustainable human development</li> </ul>
Host Government	Partnership <ul style="list-style-type: none"> <li>• Share local knowledge</li> <li>• Endorse recommendations</li> <li>• Implement good practices</li> <li>• Comply with human rights principles</li> </ul>	Solutions <ul style="list-style-type: none"> <li>• Money</li> <li>• Serve constituents</li> <li>• Solve problems</li> <li>• Avoid controversy</li> <li>• Credit for improvements</li> <li>• Policy advice</li> <li>• Technical Assistance</li> <li>• Capacity building</li> </ul>
Local NGOs	Partnership <ul style="list-style-type: none"> <li>• Share local knowledge</li> <li>• Endorse recommendations</li> <li>• Implement good practices effectively and efficiently</li> </ul>	Resources <ul style="list-style-type: none"> <li>• Money</li> <li>• Do their jobs better</li> <li>• Help people</li> <li>• Satisfy constituents</li> <li>• Disburse funds more rapidly</li> <li>• International legitimacy</li> </ul>
Interested Public	Positive perception <ul style="list-style-type: none"> <li>• Goodwill</li> <li>• Peaceful coexistence</li> <li>• Cooperation</li> <li>• Embrace of UN principles</li> </ul>	Support <ul style="list-style-type: none"> <li>• Receive funding for programs</li> <li>• Help for individuals/communities</li> </ul>



### Values Vocabulary

As presented in the above chart, your target audiences want to see **impact** from programs, they want access to **resources** (financial and technical), they want to be involved in **solutions** to local problems, and they want **support** in achieving local goals. In your own evaluation of the target audiences in your country, you may come up with a couple more themes. But whatever the themes are, these become your Values Vocabulary. These are the words and phrases you need to use in reaching out to your target audiences, so that you are speaking in terms of what matters to them. (Remember the examples of Apple, Adidas and Nikon.)

Another way of looking at this is to say that you must use your Values Vocabulary to tell your Brand Story – the answer to the question of why you exist.

For example:

We are here to provide resources, offer solutions, support your needs and create real and lasting impact – all at your invitation and with your cooperation.

Some points to remember when talking about the role of the UN Country Teams:

- We do not provide a service or promote a policy or behaviour.
- We offer solutions to peoples' rights, needs, wants and desires.
- If needs are not being addressed, we bring them to the attention of relevant parties.

### EXERCISE

Using the above Values Vocabulary and generic Brand Story as a platform, describe the mission of your Country Team in 50-75 words.



# The Branding Process

Let's imagine, for the moment, that each Country Team were an independent organization, not affiliated with a larger brand. And let's assume that a particular Country Team wished to engage in "benefit branding." What would be the goal of such a process, and what steps would the organization take?

Branding is a process that identifies the core essence of an organization, product, service, issue or campaign and creates a unique and consistent identity to express that essence. Branding takes place both internally – in building consensus among stakeholders – and externally – in presenting key messages to audiences.

In Benefit Branding, which is designed to communicate the essence of a mission-driven organization, the goals are to:

- Communicate an organization's mission and values.
- Build internal support for the mission.
- Attract and retain support.
- Inspire grant-makers and donors.
- Enhance profile with decision-makers.
- Create stronger marketing/fundraising materials.
- Break through the clutter of competition.

## Steps in the Process

There are three key stages in the branding process, and several steps in each stage.

### Research

- Interviews and surveys with stakeholders to gather internal feedback

- Review of communications materials and media coverage
- Review of peers' communications and coverage

### Development

- Prioritization of target audiences
- Development of Brand Promise/positioning
- Development of Brand Story/key messages

### Execution

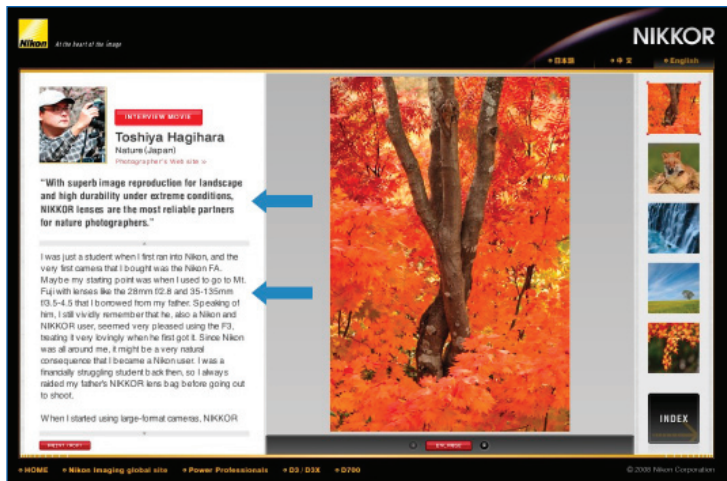
- Tagline development
- Logo design
- Style guidelines
- Identity system
- Staff training
- Implementation of new verbal and visual identity

## UN Brand Hierarchy

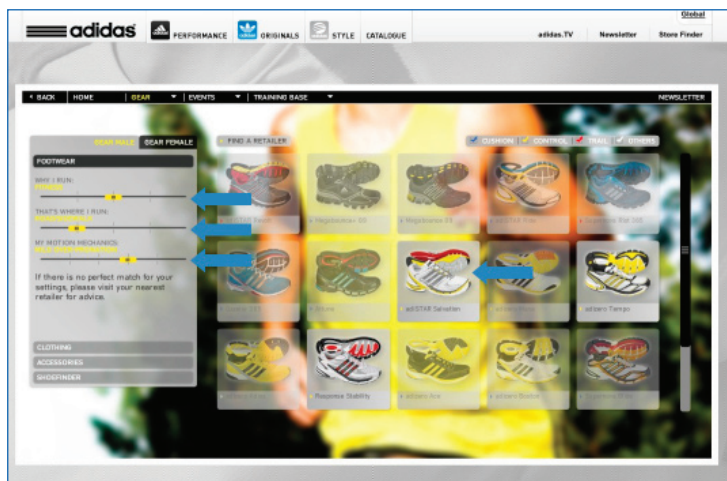
The reality is that UN Country Teams are not independent organizations, as we momentarily imagined. The United Nations is a brand. The UN System is a network of branded agencies.

How, then, can the Country Teams refine their own brands? Since using the UN emblem is required, one approach is to create a modified logo that incorporates the emblem. Another approach is to write a country-specific tagline. As we will see in this section, some Country Teams have already taken this approach, with appealing results, but doing so on an ad hoc basis misses the opportunity to brand the Country Teams across countries, i.e., as the centerpiece of the UN system's coherent support to countries.

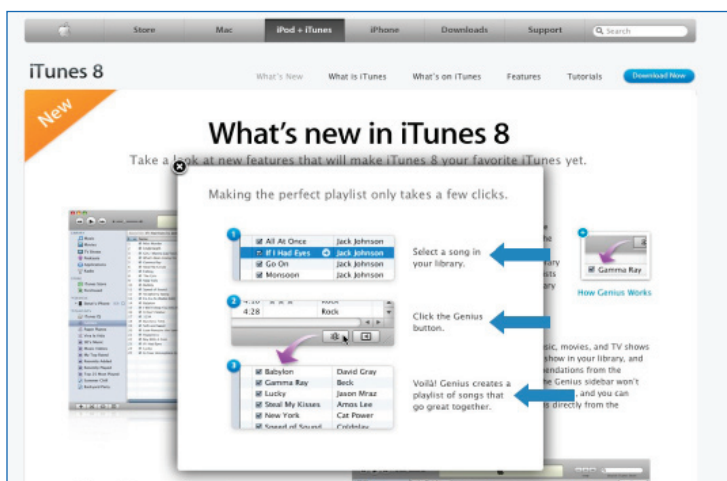




Nikon – Web site helps you take better pictures (and decide which camera to buy)



Adidas – downloadable software helps you run better (and buy more shoes)



Apple – iTunes helps you make the most of your music (and buy songs)

## CASE STUDY: UN RWANDA

As a pilot in the initiative to Deliver as One, the UN Country Team in Rwanda took it upon itself to design a logo that incorporates the United Nations emblem, to write a tagline, and to provide detailed guidelines for using the logo in conjunction with partner organizations – whether the partnership is between two primary entities or between the Country Team and a variety of partners.

Creating this system was an important step toward ensuring that the team presents a consistent face to target audiences and a unified theme to service delivery throughout the country.



# Next Steps: Consistency for Country Teams

Ideally, each Country Team would not create its own logos, taglines and materials – as the Rwanda pilot did so ably. Ideally, the UN Communications Group and UN Country Teams would work together to create a global logo system in which each country would simply plug its name into the logo framework. And, again, ideally, there would be a global tagline for all UN development work, to differentiate the UN from all the other bilateral, multilateral and non-profit organizations working in this field.

Equipped with this consistent verbal and visual identity, each team could then develop their own messages to tell the story of the UN's development programs in that country. These localized messages would include talking points for spokespersons, an "about us" statement on the Web site, answers to key questions, etc.

And to help them tell that story to the public, the teams would have access to templates for Web sites, PowerPoint presentations, business papers and newsletters. The UNDG and UNCG plan to develop these templates and to provide support for their use that everything looks professional. They would also have access to design software or services, to make everything look professional. Finally, Country Team staff would go through training in the brand, so that everyone was on the same page in terms of using the new language and materials.

## Examples: Co-Branding

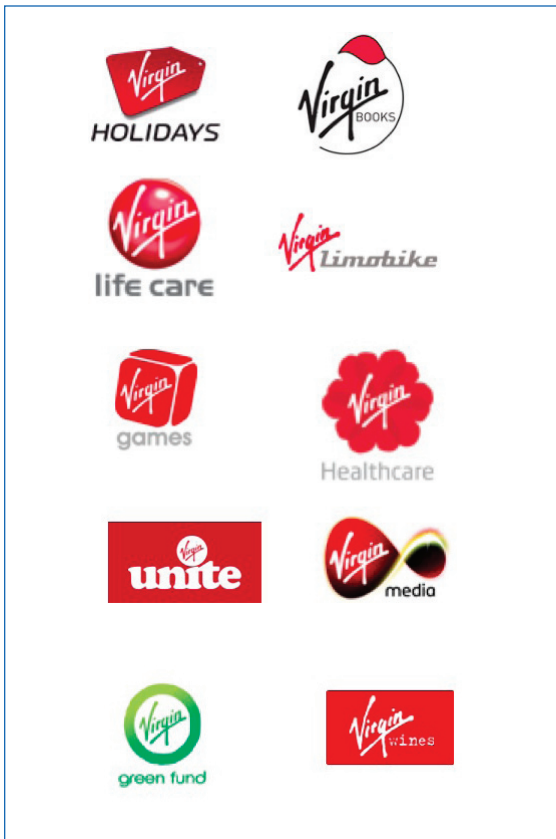
UN Agencies need to retain visibility, distinct identities and the ability to brand their activities as important elements of fundraising strategies and speaking out on their mandates. At the same time, there is a need to convey the image of a coherent UN team working together at country level.

In this section we look at a few examples of major brands from different sectors that have developed rules and systems for connecting disparate offices, companies, and franchisees. This is the starting point for a conversation about how UN Country Teams can balance the competing needs for distinction and coherence.

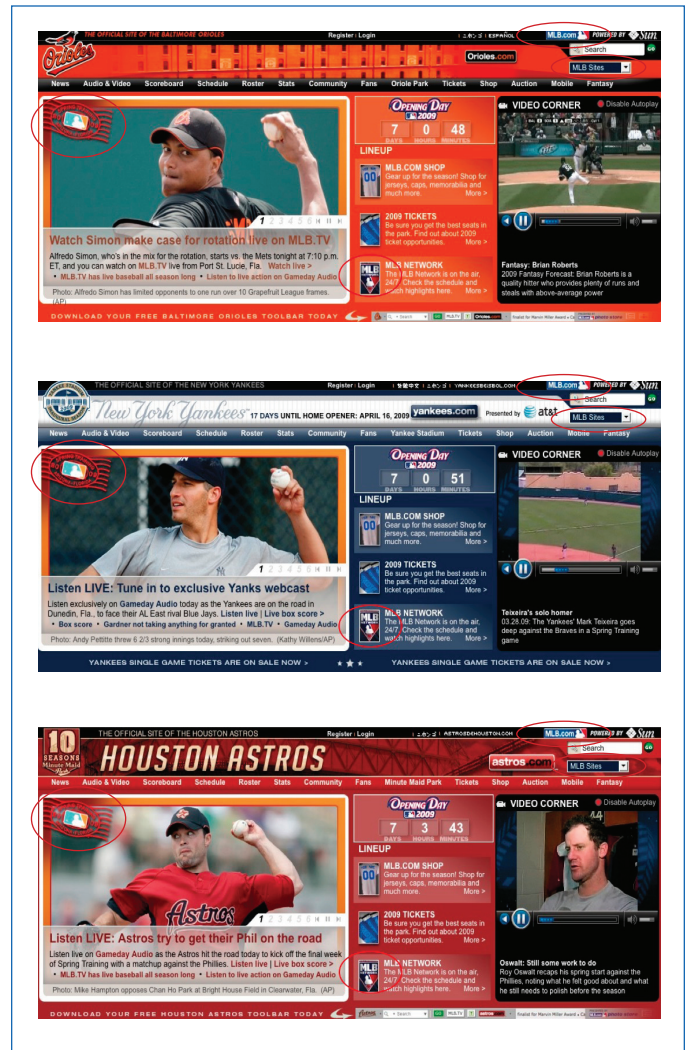
Oxfam has developed a system whereby country offices adapt the Oxfam logo to their language.



Virgin, the mega-company launched by entrepreneur Richard Branson, has developed dozens of subsidiary companies, all strongly branded with the Virgin identity.



Major League Baseball, the franchise that represents the leading baseball teams in North America, requires teams to place the MLB logo on their communications and merchandise.



# Conclusion

To date UN Country Teams have not received a lot of visibility, and their role has not always been clear. With the proper messaging, branding, and outreach the teams can be recognized by national governments, donors, other agencies, and the public alike as the terrific resource that they truly are.

# Support

For further support in putting these lessons into practice, please contact the UN Development Operations Coordination Office:

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Branding Lesson for UN Country Teams