UNICEF is the world's leading organisation for children's rights and development, with a unique global status among those working with the young.

Their global access to governments and grass roots means they are best able to make a difference for even the hard to reach and most vulnerable children.

But, in the UK, despite highly committed and capable staff and leaders, they were operating below potential and far below this level of eminence.

Many potential donors did not even recognise their focus on children. And the positioning and core messages felt detached from the concerns of many people who might otherwise have been more engaged.

They turned to us for help.

The two executive directors of the communications and fundraising, Anita Tiessen and Julie Weston, had a shared purpose to take UNICEF UK to the next level of brand performance in the UK. They asked Angus Jenkinson of Thinking to work with them through three interacting work streams.
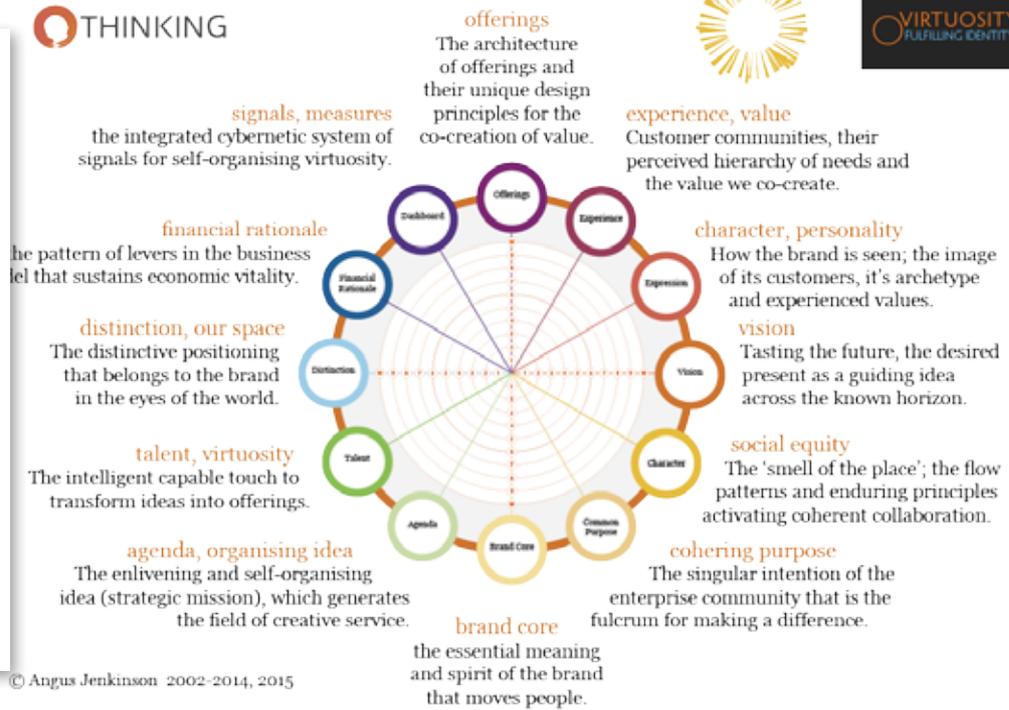
"Children are suffering. Let's fix it."

THINKING

VIRTUOSO CAPTURES

THE BRAND IDENTITY

IN A CIRCLE OF 12

COHERENT DIMENSIONS.

GAIN POWERFUL

LEADERSHIP INSIGHTS

AND A FRAMEWORK FOR

NAVIGATING CHANGE.

THINKING

offerings
The architecture of offerings and their unique design principles for the co-creation of value.

signals, measures
the integrated cybernetic system of signals for self-organising virtuosity.

experience, value
Customer communities, their perceived hierarchy of needs and the value we co-create.

financial rationale
he pattern of levers in the business del that sustains economic vitality.

character, personality
How the brand is seen; the image of its customers, it's archetype and experienced values.

distinction, our space
The distinctive positioning that belongs to the brand in the eyes of the world.

vision
Tasting the future, the desired present as a guiding idea across the known horizon.

talent, virtuosity
The intelligent capable touch to transform ideas into offerings.

social equity
The 'smell of the place'; the flow patterns and enduring principles activating coherent collaboration.

agenda, organising idea
The enlivening and self-organising idea (strategic mission), which generates the field of creative service.

cohering purpose
The singular intention of the enterprise community that is the fulcrum for making a difference.

brand core
the essential meaning and spirit of the brand that moves people.

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VIRTUOSITY
FULFILLING IDENTITY

1. Discovery

We distilled and connected communications, strategies, and past research. Interviews, workshops and focus groups with staff and agency partners added to a detailed picture of the current situation. And revealed insight gems.

2. Brand ecology

We worked with senior management and a microcosm of the staff to gain committed understanding and agreement on UNICEF UK's organizing identity, strategy and organisation development plan.

The process was empirical, evidential and based on reality. And changed fundamental assumptions! Virtuoso defined the truth of the brand andd its cutlure and business model. The experience was motivating, revealing and practical.

According to Anita Tiessen, the Deputy Executive Director, Communications, *"Team working was an important part of the process, strengthening the ties between us based on open conversation, shared insight and precise understanding".*

We also defined the 'desired present', preparing for the second stage: dissolving the gap between 'business as usual' and 'peak performance'.

3. Integrated communications

UNICEF UK had a communication gap. The public did not understand how it was making a difference to even the most vulnerable children around the world.

We changed the internal paradigm. According to Julie Weston, Executive Director, Fundraising: "We gained a shared commitment to a new voice, one that will enhance fundraising and other communications."

A new IMC integration architecture and workflow restructured roles, prioritised action and unified decision-making.

Making a difference

The full results evolved over time in a positive cycle of performance.

But, according to Cathy Keable Elliot, then Communications Director and project leader: *"We could not have moved forward without you. You were the catalyst for what we achieved!"*

*Virtuoso is an integrated identity system capability and toolset evolved from the open source and public domain kernel Stellar. At the time of the process we were using "Stellar". See Thinking.partners for details.