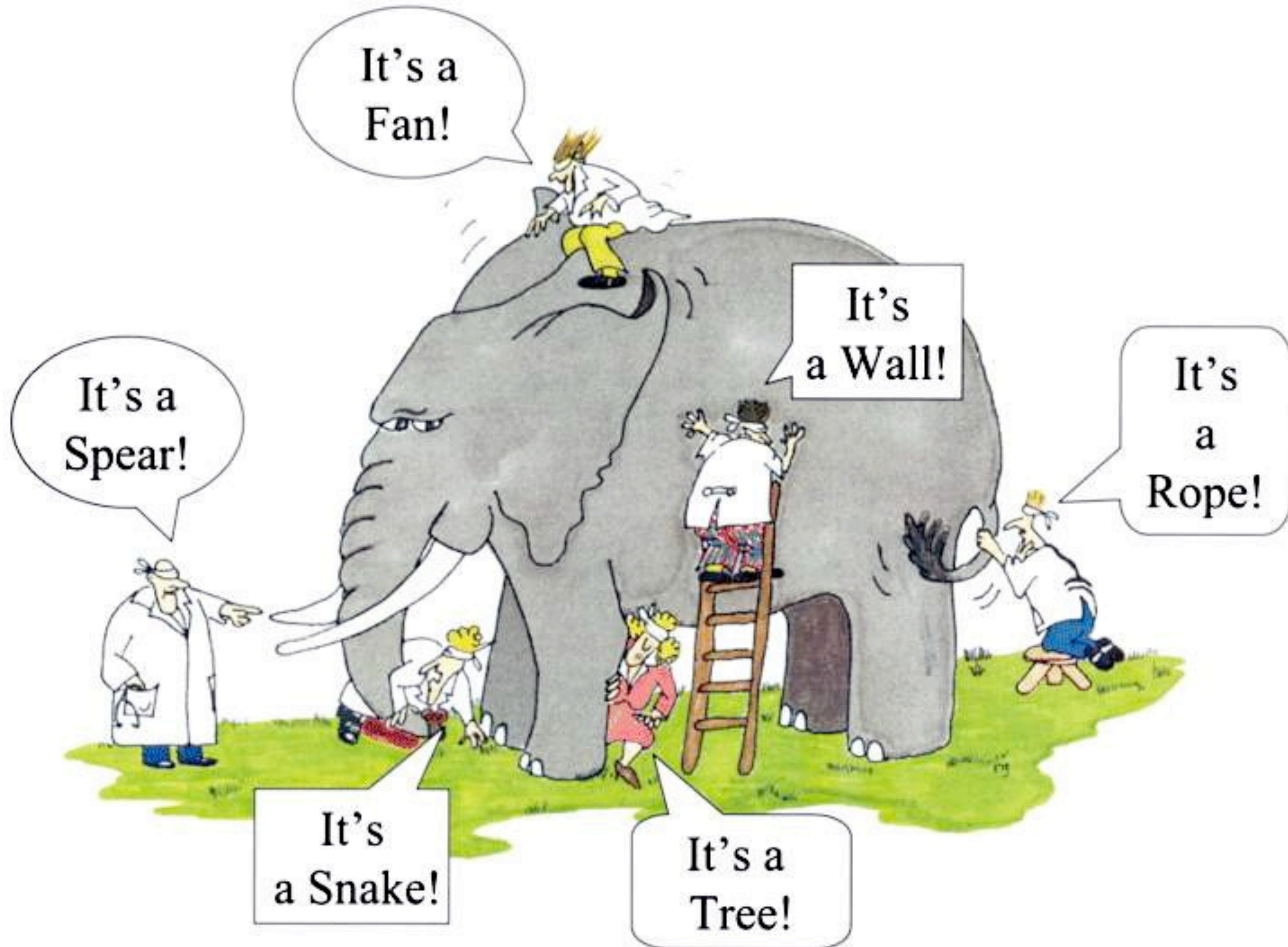


Achieving one story, one brand, across multiple stakeholders

Richard Gillingwater

Brand consultant and creativity coach

Founder of Emotional Branding



Rule 1: A brand is like a bag.

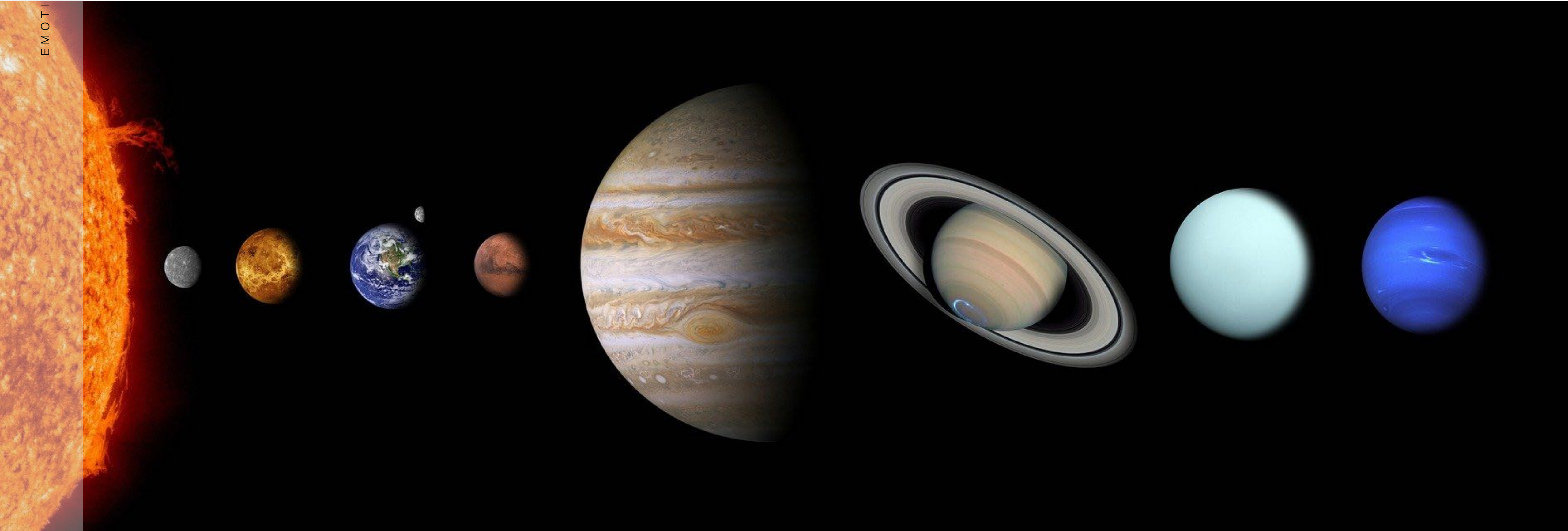


The value is what other people choose to put inside

Wouldn't it
be nice if...



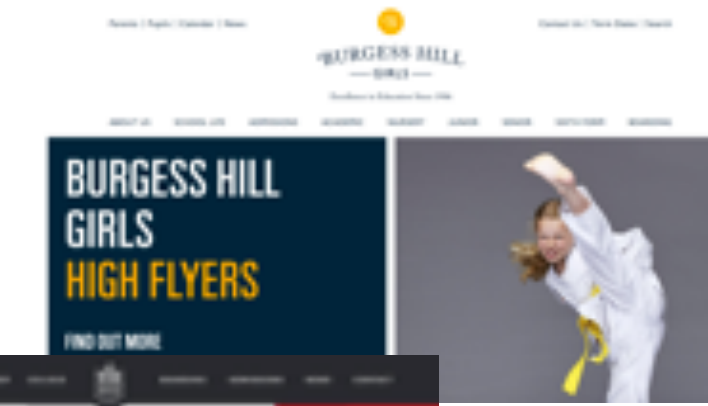
Rule 2: People simplify



Rule: 3 Negative bias

Modern style

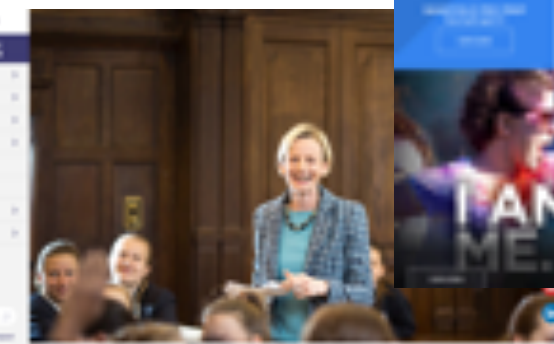
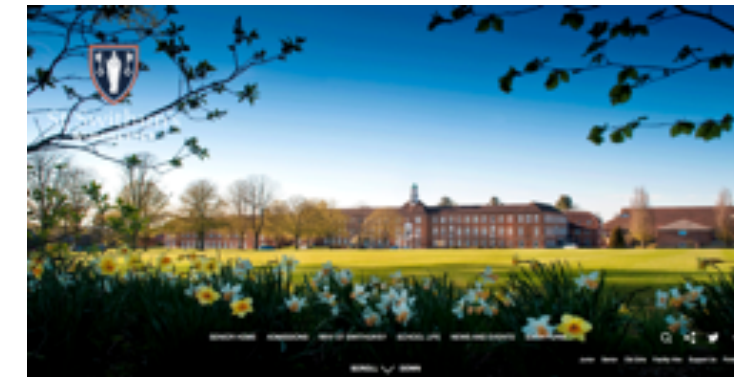
Traditional outlook
+
Modern style



Modern outlook
+
Modern style

PROFESSIONAL

Overly marketed.
More about the
school than the pupils



TRENDY

but lacks depth. Innovative
but risky. Lower achievers
happier kids



Traditional outlook

Modern outlook

Traditional outlook
+
Old style



ACADEMIC

Institutionalised production line

'NICE'
friendly but
dim. Don't
have the
confidence to
stand out

Old style

Modern outlook
+
Old style

Rule 4: Emotions drive our actions



in fact we can't make any decision without them



“We can’t make any decision without our emotions”
Antonio Damasio, neuroscientist

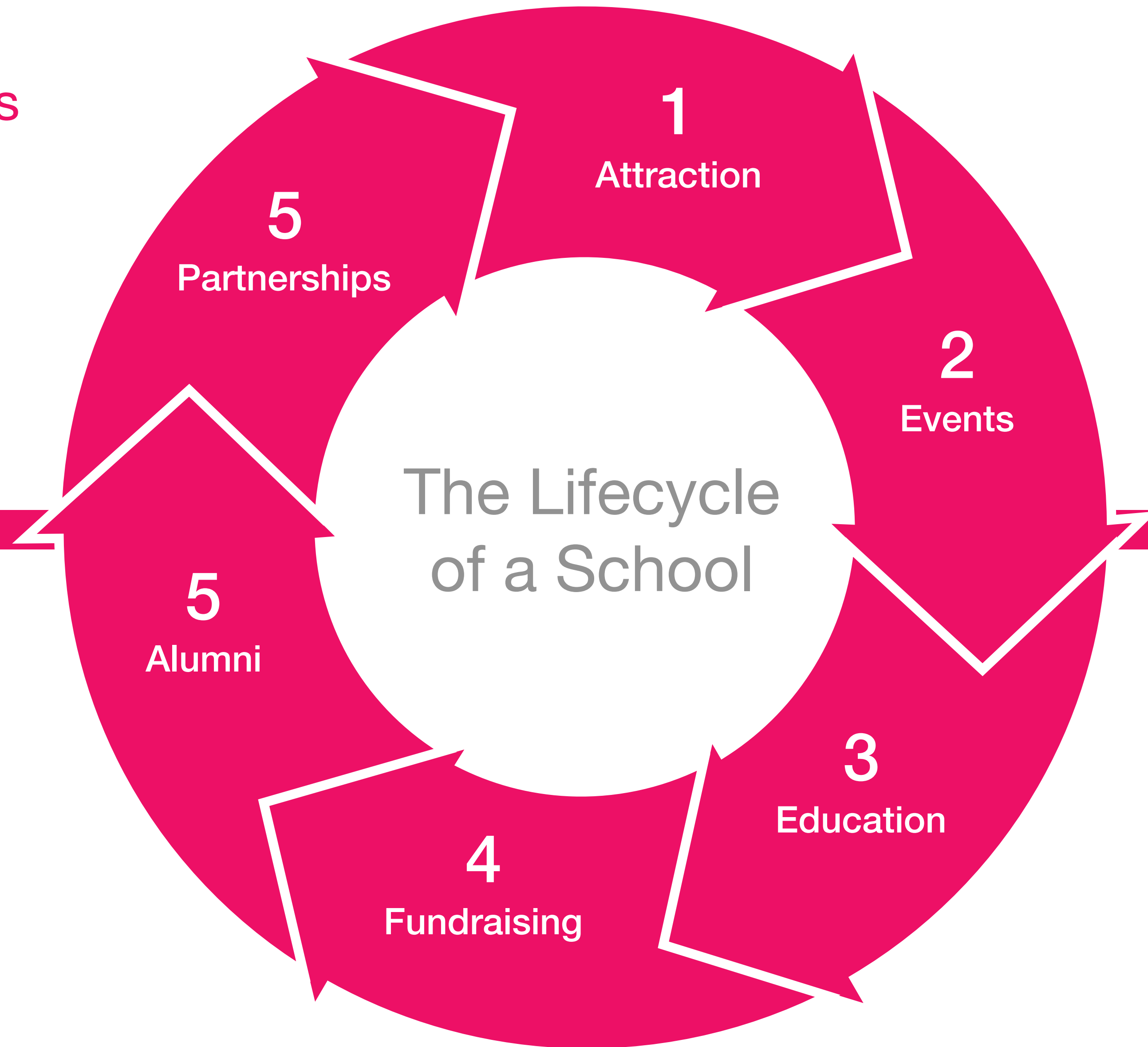
Rule 5

Consistency - Holistic approach

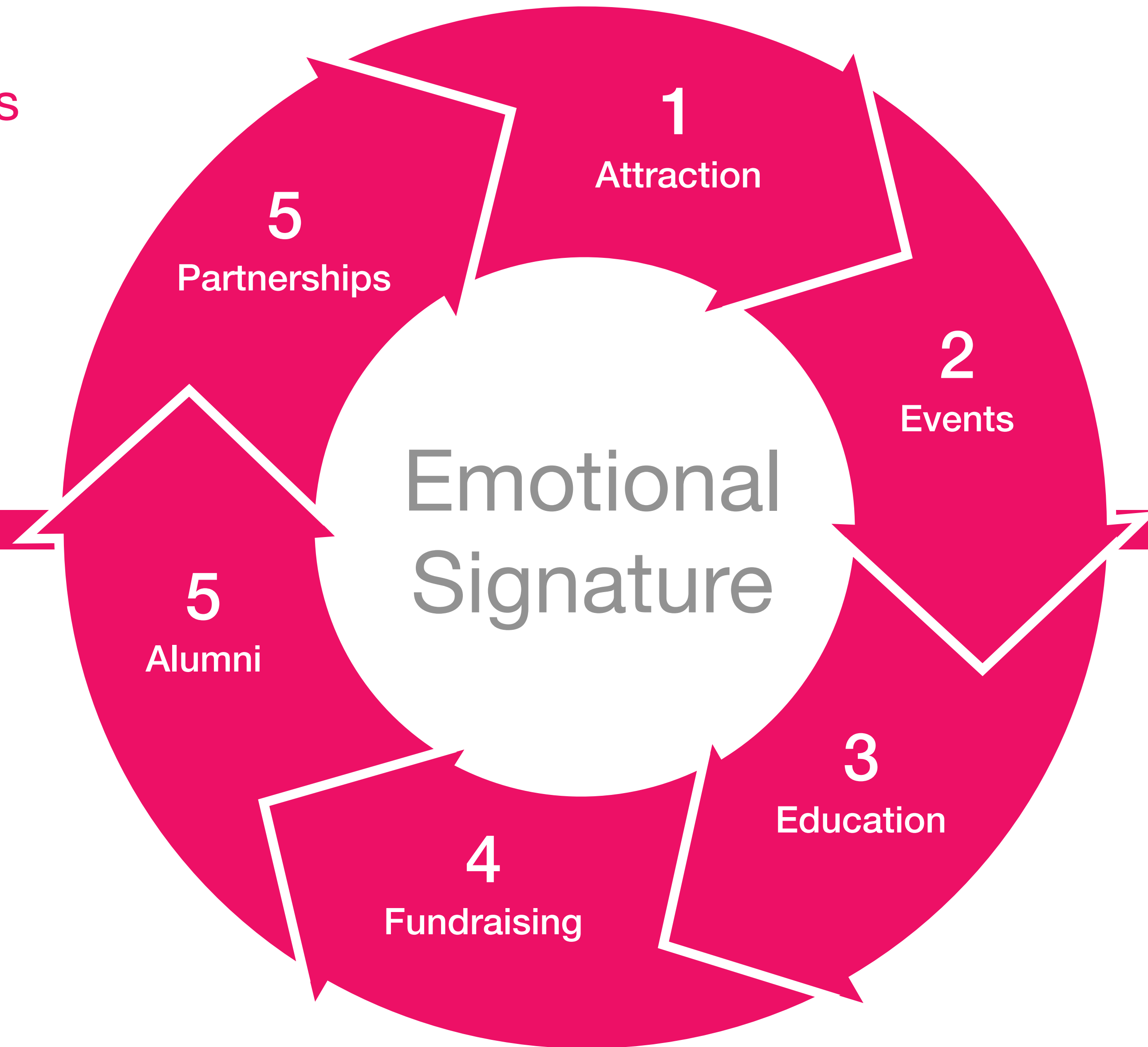
S.O.S



Aligning
strategy across
multiple touch
points



Aligning
strategy across
multiple touch
points



Emotional Signature

How you make people feel -
Helps your institution build value (meaning),
influence behaviour (actions) and set
direction (strategy)

Emotional Signature

Telling the Story
of the school

Connecting emotionally with People
and helping them find their place in that story

Managing a set of Processes
in support of the above

Emotional Signature

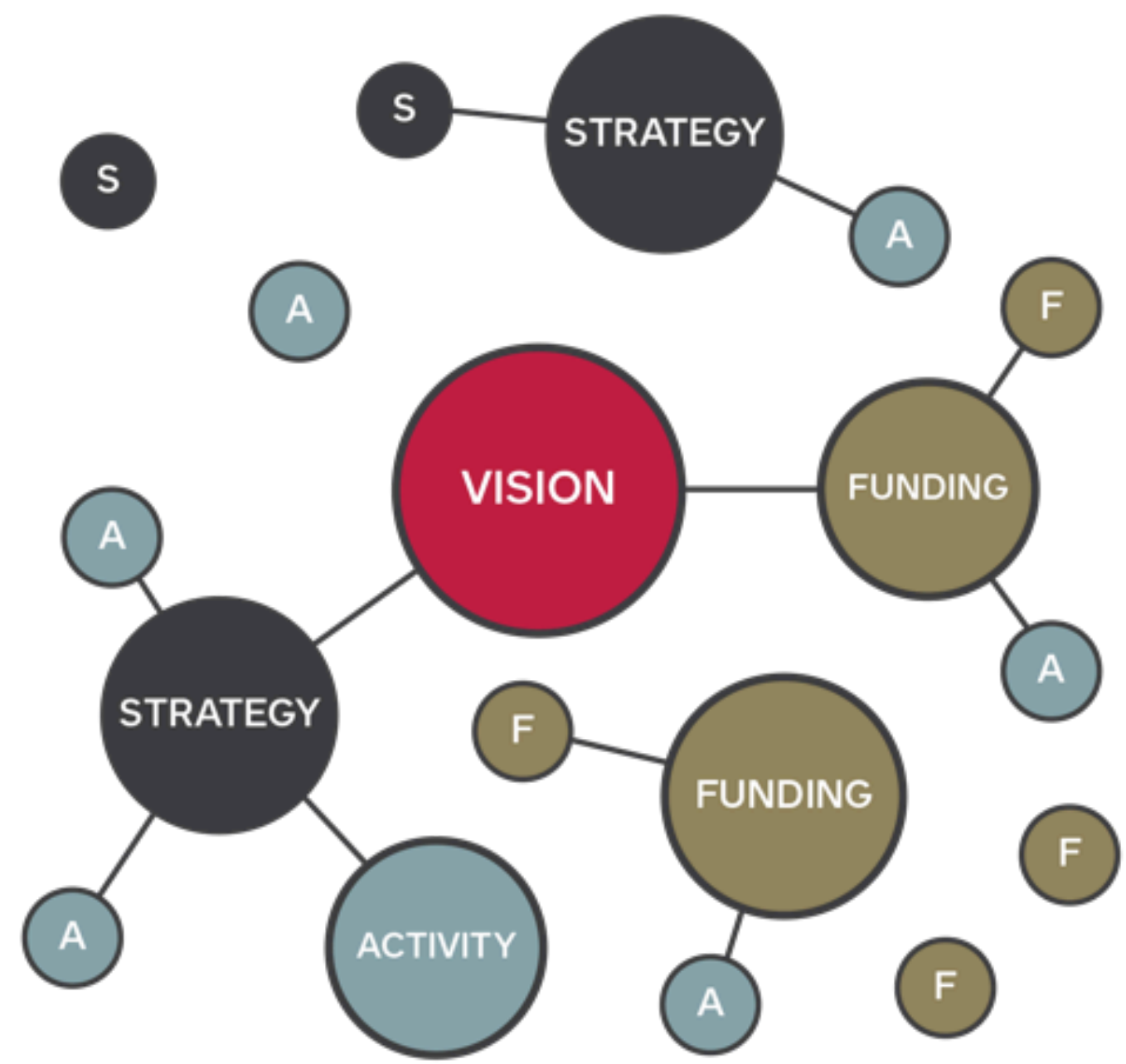
STORY	PEOPLE	PROCESS
Purpose What is the story of our school?	Governance What is the role of the Board in advancing the Purpose and Mission of the school?	Policies What are the policies that support the Purpose and Mission of the school?
Reputation How do we know and influence what other people think and feel about our school?	Community How do we build a community of students, parents, staff, donors, partners and alumni around the story of the school?	Systems How do we ensure that what we do is connected to all other aspects of school life and that others understand what we do?
Coherence How do we ensure that our story is coherent at all stages of the engagement lifecycle?	Team How do we build and organise a team that can tell the story of the school and help others find their place in that story?	Procedures How do we allocate roles and responsibilities to members of the school?
Amplification How do we select and manage the platforms that capture and disseminate the story?	Support How do we effectively and systematically solicit support to achieve our school’s mission?	Events How do events both amplify and solicit support for the story of our school?
Engage How do we interact with and find their place in the story of the school	Connection How do we work collaboratively with colleagues, as well as students, families and school partners?	Indicators How do we measure what is important and set targets that can track progress over time?
Reinvention How do we re-invent the future story of the school?	Feedback How do we seek out the perspectives of others and continuously edit the story of the school?	Goal Setting How do we learn - as individuals and as a team - and how do we know what we should be in the future?
Legacy How do we celebrate those who were once part of or school’s story?	Understanding How do we capture and record what we are learning as an team for those who come after us?	Archiving How do we preserve the story of our school for future generations?

Radley College

WELCOME TO RADLEY COLLEGE

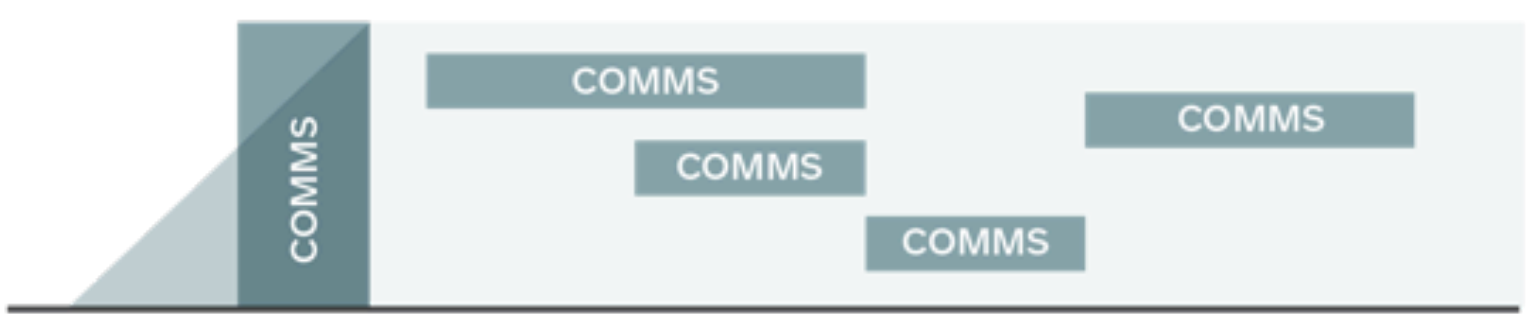
Radley College is an independent boarding school for 690 boys aged 13-18, set on a beautiful 800-acre estate close to Oxford.

ROUTE A



LAUNCH

INDIVIDUAL CAMPAIGNS



INDIVIDUAL CAMPAIGNS:
Fragmented messages and difficult to see how things are connected

ROUTE B



LAUNCH

INDIVIDUAL CAMPAIGNS



BUILD MOMENTUM:
Show alignment. Taking people on a journey. Creating greater impact/equality/ROI

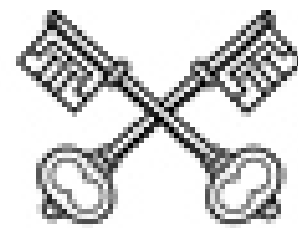
Radley feeling (emotional signature)



Feeling - true greatness comes from within - compassion

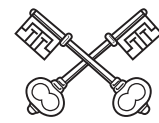
One Radley, One Story,
One Vision, One Brand

FINDING GREATNESS WITHIN



RADLEY

FINDING
GREATNESS
WITHIN

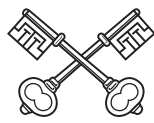


RADLEY

Radley College Abingdon Oxfordshire OX14 2HR
T 01235 543000

www.radley.org.uk

LOOKING
TO THE
FUTURE



RADLEY

OUR VISION FOR RADLEY COLLEGE

BUILDING ON THE PAST

“We wish to surround the boys with an atmosphere breathing greatness and goodness.”

ROBERT SINGLETON,
FIRST WARDEN

“We must be good sons, brothers, husbands, servants, masters.”

WILLIAM SEWELL,
FOUNDER OF THE COLLEGE

BUILDING ON THE PRESENT

“I have spent thirteen years trying to make my son as happy as possible; you have achieved it in just three weeks.”

SHELL PARENT

“There will always be those that win prizes but it struck me that it is the strength and depth of boys – with thoughtfulness, balance and social values – that leaves Radley in such good shape.”

PARENT OF A 6.2 LEAVER

“Radleians grow into self-aware and quietly self-confident young men who appreciate the non-material aspects of life to the full, and who are courteous, respectful and considerate of others.”

ISI REPORT

WE LOOK TO THE FUTURE...



RADLEY HAS ALWAYS INSPIRED BOYS TO BECOME OUTSTANDING YOUNG MEN, BELIEVING TRUE GREATNESS COMES FROM WITHIN

WE BELIEVE THAT EVERY RADLEIAN SHOULD HAVE THE QUALITIES AND CHARACTER TO CREATE A PROFOUND AND LASTING IMPACT ON THOSE AROUND THEM AND ON THE WORLD IN WHICH THEY LIVE.

Radley understands that it is the values that underpin its education, the strength of character that it develops in each boy, and the way in which it helps them embrace new challenges, that determine the quality of the young men it produces. It is not enough to pursue success; it is the way in which success, however it is defined, is sought and exercised that defines greatness.

Radley has always believed that it is boys who find personal happiness, who understand themselves and others and who quietly but assuredly do the right

thing for the right reasons, that will make the most of life. These inner qualities – of strength and humility; leadership and collaboration; adaptability and resolve – are not just the preserve of future captains of industry, world leaders, the famous or the uniquely gifted. These qualities should apply as much to the commonplace as to the extraordinary.

Radleians must develop these qualities and take them forward into a changing world. Global opportunities are bigger and bolder than anything previous generations could have imagined:

bringing diverse ideas and people together; breaking down geographic, political, social, economic and cultural boundaries. Even between the start of a boy's time at Radley and when he leaves, the world will look and be a very different place.

In such a world, we want Radleians to become the great global citizens that the world needs. They will find the seeds of that greatness at Radley. They will find it within themselves. We will nurture greatness together.



LT COL RUPERT THORNELOE MBE (1969 – 2009)

“Radley instilled in Rupe many disciplines: an acute awareness of others, compassion, humility as well as independence, leadership and a belief in himself. In his later life as a military man he turned to these qualities again and again and, ultimately, his strong, quiet sense of faith, which now gives me some peace. That is what Rupe and I thank Radley for.”

SALLY THORNELOE

CREATING GLOBAL CITIZENS OF THE FUTURE

The essence of Radley, like the qualities we instil, has not wavered over 170 years. We have always sought to create outstanding young men. But as the world changes, so we need to adjust, preparing our boys to be great citizens in a global context – ready to embrace the challenges of a future not yet realised.

I am a great believer that our core values should never change – they are timeless Christian qualities of humanity, compassion and understanding for others and should guide our future path as they always have done in the past. In fact the world needs these qualities now more than ever. In that sense Radley does not need to change. But as we teach those values, we need to look at things afresh, in order to make them relevant in a shrinking world of burgeoning technology and expanding diversity, cultures and attitudes.

We must seek more boys from different backgrounds, boys with different outlooks and experiences, from different social, cultural and economic circumstances. We must become more international in outlook. We must ensure that a Radley education remains within the reach of traditional Radley families who might now find an education here out of their reach. We must seek boys of talent in all areas: boys who will make a difference to those around them. And we must do these things to ensure that all our boys are equipped to be the global citizens we want them to be. Even more than ever before, Radley must be seen to be a bastion of excellence, and not just privilege.

I know that we have a shared vision – Council, Old Radleians, Parents, Prospective Parents, Common Room, Staff, the boys themselves: all recognise the great qualities that Radley has and that Radley inculcates, and all are hugely proud of the school. We know it has been and is a great school. And we want it to be a great school in the future too.

To help meet these challenges, we have identified three strategic pillars around which our efforts will be focused: People, Place and Purpose. Please take a moment to read more about these aspirations, together with our plans to turn our vision – with your help and support – into the reality of which we can all be proud.

JOHN MOULE WARDEN

“ I AM A GREAT BELIEVER THAT OUR CORE VALUES SHOULD NEVER CHANGE. ”



PEOPLE

FINDING GREATNESS WITHIN

WE WANT THE COLLEGE TO BE A PLACE OF REAL DIVERSITY, SEEKING OUT AND ATTRACTING BOYS WHO POSSESS THE QUALITIES TO MAKE THE MOST OF THEMSELVES AND **HELP TRANSFORM THE LIVES OF THOSE AROUND THEM.**



“
OUR OBJECTIVE IS TO MAKE
A RADLEY EDUCATION
AVAILABLE TO ALL. FOR
THE BENEFIT OF ALL.”

MIKE HODGSON,
CHAIRMAN OF COUNCIL



“
WE WISH TO SURROUND
THE BOYS WITH
AN ATMOSPHERE
BREATHING GREATNESS
AND GOODNESS.”

ROBERT SINGLETON,
FIRST WARDEN



“
WE MUST BE GOOD SONS,
BROTHERS, HUSBANDS,
SERVANTS, MASTERS.”

WILLIAM SEWELL,
FOUNDER OF THE COLLEGE



We make no apology for wishing to attract the most talented boys to Radley. Most certainly, this is not just about individual talent – it is about the transformation that such talent can bring to others, in College and beyond. Nor is it about specific talent: we are interested in all boys who will bring something special to the College.

Our ambitious programme is designed to attract and enable the brightest and best to study here and play an active part in all aspects of Radley life. We want to attract boys from any background: those who can afford full fees, partial fees or no fees at all.

This is not just about providing life chances to those with talent and strong character who otherwise would not come to Radley, although that in itself is reason enough. It is about creating an environment where boys inspire boys, where excellence creates excellence – where, together, we foster greatness.

Radleians are always defined by their inner strength and generous spirit. During their time with us, we seek to cultivate in Radleians the characteristics and qualities needed to succeed in life as **globally competent and confident citizens**. We will nurture in boys the ability to:

UNDERSTAND: global awareness (economics, history, geography, culture, politics, technology), curiosity, critical engagement, analysis, power of argument – to know of the world and to know oneself.

COMMUNICATE: linguistic skills, cultural sensitivity, passion, emotional intelligence, written and oral skills of argument, strength of informed opinion – to share ideas with conviction.

COLLABORATE: networking, teamwork, shared goals, influencing by example, persuasion, constructive criticism, accountability – to learn the power of collective action.

ADAPT: ideas, creativity, flexible thinking, agility, risk taking, resilience, intellectual curiosity, imagination, problem solving, application of knowledge – to do what it takes.

SERVE: belief in helping out, sense of duty, sense of possibility, making a difference, ethical values, Christian heritage, empathy, compassion – to care for and about others.

LEAD: set an example, take responsibility, show initiative, purpose and drive – to influence and effect change.

We will continue to invest fully in resources and facilities that enable us to meet the needs of a modern world. We want to create an environment where boys can thrive, both intellectually and personally – a place to prepare boys for all the challenges and opportunities they will encounter in life.

Our teaching is excellent and we are rightly proud of an outstanding Common Room and the pastoral care we offer. But there are new ideas, more subjects and developing technologies, which we must embrace.

We will stimulate intellectual passion and genuine interest. Education is about more than imparting knowledge – it is about inspiration, provoking thought, training mind and body, and drawing out the best inner qualities.

We will expand our use of in-residence provocateurs, with artists, poets and lecturers acting as vital disruptors of thought and action, challenging boys to think beyond the safe and conventional, stepping outside their comfort zones. We will develop more academic engagement with the world outside the College: cooperation with Oxford and other universities; interaction with other schools. We will encourage innovation and the use of technology in and beyond the classroom.

Classrooms and departments must be innovative and inspiring. Socials must be comfortable and conducive to the very best pastoral care. Sportsmen of all abilities must have the space and equipment to develop and thrive. Musicians, artists and thespians must have the environment to explore and express their creativity.

As we continue to develop the campus and the facilities we offer, we must always ensure that any project adheres to our values, offers a genuine enhancement to the educational proposition and delivers value, both aesthetically and financially. The whole Radley estate must continue to maintain and reflect our Founders' profound belief in the importance and the impact of the beautiful.

Our aim is to help boys find their purpose in life – to engender a greater understanding of themselves and the world about them. At the heart of College and of College life, Chapel will continue to remind us of a world beyond the material, providing a daily opportunity to meet together as a community and reflect on what matters most. And as we reflect, we must also look beyond our gates.

By teaching the boys communication and linguistic skills, cultural sensitivity, emotional intelligence and the skills of argument, they will have the strength of informed opinion needed to operate in a global economy. Education at Radley must fully assume its role in helping people to shape a more peaceful and tolerant society in the context of economic, cultural and political turmoil.

PERSONAL UNDERSTANDING
RADLEIANS SHOULD
UNDERSTAND THEMSELVES
AND WHAT THEY CAN
CONTRIBUTE

By recognising strengths in others and understanding how they are different, boys will be encouraged to discover more about themselves – to find the strength to succeed through the toughest challenges and have the compassion and sensitivity to support others.

We must equip all our boys with the values, skills, understanding and global awareness to contribute positively to a changing world. People who quietly but assuredly do the right thing – on every occasion, in every place, and in the most challenging circumstances. People who embody the unique qualities of a Radley education. People who will become the global citizens of the future.

GLOBAL UNDERSTANDING
RADLEIANS SHOULD BE ABLE TO
REACH OUT TO THE WORLD

Quite simply, we want to cultivate global citizenship – developing boys' worldly knowledge, understanding and skills for critical thinking and leadership.

By promoting a broader and deeper understanding of life, people and cultures, we will create greater global connections and opportunities for the boys to experience the world – to be worldly in the truest sense. We want to equip Radley and its boys with all the tools needed to look further, and to make a real difference – to play an active and fulfilling role in local communities and on the world stage.

HOW WILL WE ACHIEVE OUR AMBITIONS?

THE RADLEY COMMUNITY – BOYS, STAFF, PARENTS, OLD RADLEIANS, FRIENDS OF THE COLLEGE – MUST WORK TOGETHER TO REALISE OUR VISION. VITAL TO THIS IS THE MISSION OF THE RADLEY FOUNDATION.



THE FOUNDATION SUPPORTS OUR THREE STRATEGIC PILLARS:

PEOPLE – providing opportunities for a greater number of talented and deserving boys, from diverse backgrounds, to enjoy the benefits of a Radley education.

PLACE – creating a school that provides world-class teaching within world-class facilities: academic, artistic, sporting and pastoral.

PURPOSE – giving all our boys the understanding, skills and global awareness to contribute positively to a changing world.

The Radley Foundation exists to galvanise engagement and support from across the global Radley community. Since its creation in 2000, and through the extraordinary generosity of its donors, the Foundation has played a vital role in supporting the College and creating life-changing educational opportunities. Now, it seeks to enable Radley to make the transformational change required to realise our vision: even more than ever before, to be a bastion of excellence and not privilege; to create **Global Citizens of the Future**.

We want to increase significantly the scale of opportunity we are able to provide for boys to benefit from a Radley education. With the growing generosity and recent support of donors to the Radley Foundation, in 2015-2016 over 40 boys received the bursarial help that enabled them to come to and remain at Radley.

Yet our ambition goes far beyond this.

We want to enable **20% of the College (up to 150 boys)** to get the financial help they need. These boys – and the talents, passions and perspectives that they bring – will come from diverse backgrounds:

- We are inspired by Sewell's founding vision for Radley that "every tenth boy should receive his education free" – supporting boys from much less-advantaged backgrounds.
- We also want to help deserving boys from families who once might have afforded a private education but no longer can – boys from what is frequently called the 'squeezed middle' of society.

Crucially, the bursaries we provide will not only transform the lives of the boys who receive them. Indirectly, their presence, character and talents will change the lives of everyone they meet and engage with, both in College and beyond.

THE FUNDING WE NEED

With life-changing bursaries at the heart of that mission, we need to generate substantial new funds to invest in our three strategic pillars: People, Place and Purpose.

The challenge is significant: we look to invest an additional £3 million a year. This must come from a variety of sources – but fundraising will play a central part.

Our immediate goal is to raise £10 million in charitable donations over the next five years.

Through immediate spending and the accumulation of a long-term endowment, we can ensure that our investment will be an enduring feature of Radley for generations to come.



RADLEY CANNOT DO ALL THIS ALONE.
THE PROPOSED STEP CHANGE IN FUNDING
IS A BOLD MISSION AND REQUIRES THE
COMMITTED SUPPORT OF MANY.


Radley College invites you to be part of realising our vision, not just today, but tomorrow and into the future – a future you can help to shape, as we forge our new place in our fast-changing environment.

By giving to Radley, your generosity will help boys to excel and find the talents they have within, as leaders and global citizens of the future.

TO SUPPORT RADLEY'S VISION,
PLEASE CONTACT:

Colin Dudgeon
Development Director
Email: colin.dudgeon@radley.org.uk
Telephone: 01235 543151

Thank you



PEOPLE WILL FORGET
WHAT YOU SAID.
PEOPLE WILL FORGET
WHAT YOU DID.
BUT PEOPLE WILL
NEVER FORGET HOW
YOU MADE THEM FEEL.

Maya Angelou

Feel more

“Simply put, consumers will give more money to the businesses they feel emotionally connected to.”

Gallup survey 2008

www.emotionalbranding.co.uk

