

PREFERRED FRAMEWORK FOR POSITIONING / BRANDING CAPITAL PROJECTS

1. BACKGROUND

The communications and branding for capital projects must be consistent with this guideline, which describes the preferred framework for positioning/branding of capital projects under each of three models:

- Model One - state highway capital works project where the NZ Transport Agency is the project owner
- Model Two - network projects where a number of road controlling authorities (the Transport Agency and one or more Local Authorities) own individual projects but are working together on capital works within a network context
- Model three - ownership of a project by another road controlling authority or government department, with the Transport Agency acting as a service provider (of, for example, project management services)

This guideline shall be read in conjunction with the Transport Agency's *Minimum Standard Z/17 - Branding and Communications Standards* and apply to all branding and communications undertaken by consultants and contractors to the Transport Agency for all Transport Agency capital projects.

2. MODEL ONE

State Highway Capital Works Project Where the Transport Agency is the Project Owner

2.1 Overarching Brand/Communications Principles

All state highway capital works projects are Transport Agency-owned projects, whether they are funded traditionally under the *NLTP* or through alternative funding mechanisms (eg tolling).

As project owner, the Transport Agency's would be the lead branding in relation to all state highway capital works projects throughout the life of the project regardless of who/what is delivering the project – whether the delivery mechanism is an individual contractor, a group of contractors or a project alliance.

In a project alliance, multiple companies/organisations come together as a legal entity to form a group with its own distinct mission, philosophy and brand values, not logo. While all companies within an alliance – including the Transport Agency as owner-participant – each share equally in the risks and rewards of the project's delivery, the project is still a Transport Agency -owned project delivered by the alliance. It is important to separate the brand issue from issues around the working relationship between the Transport Agency and an alliance.

Once a - Transport Agency owned project has received all the necessary funding, consents and other legal approvals to proceed to construction, the company, companies or alliance that is contracted to deliver the project becomes the key customer interface.

As key customer interface during the construction period, the company/companies/ alliance delivering the project needs to establish its own profile within the community it is operating in. The Transport Agency and New Zealand Government logos should always be the lead brands.

As project owner, the Transport Agency’s brand would remain dominant for all communications about ownership-related decisions on the project and the rationale for them.

2.2 Project-Specific Brand/Communications Protocols

Brand/Logo	For all project-related communications, the lead brand should be the Transport Agency and New Zealand Government logos with reference to the company/companies or alliance delivering the project for the Transport Agency. This would typically be along the lines of “[Project Name delivered for NZ Transport Agency by [company or alliance name]]”.
Media	<p>Prior to the start of construction of a project, all media announcements on project-related decisions would be made by the Transport Agency. As project-owner, the Transport Agency must take the lead in communicating on matters related to funding approval, legal issues, consultation, consents, and construction start.</p> <p>Once project construction has begun, the company/companies or alliance delivering the project would be delegated the responsibility for media announcements on project matters, such as road closures, environmental issues, design innovations etc. However, all media announcements must clarify the project ownership – e.g. “a NZ Transport Agency project, delivered by the Well Connected Alliance”. All such project-related media material should be approved by a Transport Agency representative (not necessarily the Transport Agency spokesperson), according to an agreed communications protocol for that specific project. Media announcements will always be branded with the Transport Agency and New Zealand Government logos.</p>

Consultation	While consultation processes may be managed by consultants from the company/companies or alliance appointed to deliver a project, the Transport Agency must be seen to lead the consultation. This means the lead branding on consultation material would be Transport Agency and New Zealand Government logos, and a Transport Agency representative(s) should lead stakeholder briefings, public meetings etc. The Transport Agency would be responsible for media announcements on the outcomes of public consultation.
Construction Site and Project Site Signs	Along with the state highway designation and project name, the lead logos must be the Transport Agency and New Zealand Government logos on the Front Face, with the word “ <i>CONTRACTOR</i> ”, contractor’s name, phone contact details and the words “ <i>THANK YOU</i> ” on the Rear Face, as required in the <i>State Highway Control Manual</i> , (SM012).
Print Material (Newsletters, Brochures, Information Sheets etc)	Lead branding on all project-related print material will be Transport Agency and New Zealand Government logos, with reference to the company/companies or alliance delivering the project for Transport Agency. This would typically be along the lines of “[<i>Project Name delivered for NZ Transport Agency by [company or alliance name]</i> ”. The only exception to this would be for non-project-related print collateral that specifically relates to corporate information about the company/companies or alliance, for example a information sheet on the Northern Gateway Alliance.
Spokespersons	The Transport Agency would appoint a media spokesperson for each major project to provide comment and approvals for media material issued by the Transport Agency. The company/companies/ alliance delivering the project would also designate a media spokesperson for media materials issued by them, as outlined above. All media spokespersons must be media trained and familiar with the project-related key messages developed by the Transport Agency. Where no spokesperson is specifically appointed for example on small projects, then the spokesperson by default will be the Transport Agency project manager.

<p>Project Offices</p>	<p>Project-information and site offices are typically located in the communities where a project is located. In line with the principles above and because a project office is not a Transport Agency regional office, the project office’s lead branding would be that of the company/companies or alliance delivering the project. However, project information (maps, collateral etc) contained in the office would all carry Transport Agency and New Zealand Government logos as the lead branding, with “[Project Name] delivered for NZ Transport Agency by [company or alliance name]”.</p>
<p>Advertising/Public Notices/Classifieds</p>	<p>The Transport Agency and New Zealand Government logos with “[Project Name] delivered for NZ Transport Agency by [company or alliance name]”. An exception to this would be where the company/companies or alliance is recruiting for staff. In this case, their brand would lead but clarification must be included that [Project Name] is a Transport Agency project.</p> <p>The New Zealand Government logo is only required on General Advertising, not Classified or Tender Advertisements. Please refer to the Transport Agency’s <i>Brand Manual</i> for design requirements.</p>
<p>Website (Subsite)</p>	<p>As a Transport Agency project, key project information should be accessed via the Transport Agency website. All print material should direct readers to a Transport Agency web address or Project subsite. The Transport Agency website or project subsite should provide detailed project information such as road closures etc. Such information will be consistent with the Transport Agency key messages on the project. (Any website/subsite development should be approved by the Transport Agency’s National Communications Manager and the Web Information Manager before proceeding.)</p> <p>The Transport Agency web team can assist in setting up relevant website addresses. Standard format Transport Agency addresses are free (e.g. www.TransportAgency.govt.nz/projectname), however if non-standard addresses are required (e.g. wwwdp2.co.nz), the cost of registering will be met by the Project.</p> <p>A range of alternative names should also be registered, even if they will not be advertised, to prevent other parties buying them (cybersquatting) i.e. Dowse to Petone should register www.d2p.co.nz, www.D2P.co.nz and www.dowsetopetone.co.nz, and any other likely variations.</p>

Stationery	Letters to stakeholders and other audiences during the proposal and consultation phase of a project would carry the Transport Agency and New Zealand Government logos with text describing the delivery model, as appropriate. A Notification template is available for this type of communication from the National Communications Team.
Site Workers' Clothing	The company/companies or alliance delivering the project may wear their own branded clothing.

3. MODEL TWO

Network Projects Where a Number of Road Controlling Authorities (Transport Agency and one or More Local Authorities) Own Individual Projects but are Working Together on capital works within a network context

3.1 Overarching Brand/Communications Principles

The Transport Agency retains the right to brand dominance over projects it owns within a network. Other road controlling authorities retain the right to brand dominance over projects they own within a network.

However, there are advantages to joint branding/communications on these projects to reinforce the benefits of the network they will comprise, and to eliminate confusion among local audiences.

In some cases, joint branding will involve the brands of the road controlling authorities and/or a separate brand developed for the network (e.g. Strategic Roding Network, Tauranga).

3.2 Project-Specific Brand/Communications Protocols

Brand/logo	Project branding (eg Project PJK) takes precedence, with equal billing of the Transport Agency and New Zealand Government, and the other road controlling authority/ies branding used in association with the project/network branding where practical.
Media	Media material to be jointly branded and including quotes from a Transport Agency spokesperson and spokesperson(s) from the other road controlling authority/ies involved. Media material needs to be approved by each of the project owners.
Consultation	To be led by the Transport Agency and the other road controlling authority/ies involved in the project (although may be managed by a supplier/contractor).

Construction and Project Site Signs	Along with the state highway designation and project name, the branding must be the Transport Agency and New Zealand Government logos along with other road controlling authority/ies' logos on the Front Face, with the word " <i>CONTRACTOR</i> ", contractor's name, phone contact details and the words " <i>THANK YOU</i> " on the Rear Face, as required in the <i>State Highway Control Manual (SM012)</i> .
Print Material (Newsletters, Brochures, Information Sheets etc)	A tagline to be included under the project logo in all newsletters and other print material: " <i>A NZ Transport Agency and [Local Authority Name] joint project</i> ". The New Zealand Government logo may be used.
Spokespersons	The Transport Agency and the other road controlling authority/ies would each nominate their own spokesperson on major project policy matters. The Project Director who would be appointed to manage the project on behalf of project owners would become spokesperson for the project as it moves into construction phase. While he/she is likely to be a Transport Agency employee, a local authority employee or a consultant, his/her attribution would not include their employer's name but rather a generic project-related title e.g. PJK Project Director/Manager.
Project Offices	Project offices must carry the project name and logo, the Transport Agency and New Zealand Government, and other road controlling a NZ the Transport Agency's <i>Brand Manual</i> must be followed.
Advertising/Public Notices/Classifieds	To carry the project name and logo, the Transport Agency, government department, and other road controlling authority/ies logos, with details about the contractor included as text, where appropriate. The New Zealand Government logo may be used.

Website	<p>In some cases, for example the Strategic Rooding Network, there may be a standalone website dedicated to the network, which includes details of the entire network, individual projects within it, and carries the project owners' branding. Where it exists, it is appropriate for this site to be used as the key website reference for the project.</p> <p>Where a network site does not exist, project information would be made available on each of the project partners' websites with links between them. The parties would agree which site would be maintained/updated and which would be a static site with links to the master site, as it would be impractical to maintain two sites. Project ownership would be clear in the branding and content of the site(s). (Any website development should be approved by Transport Agency's National Communications Manager and the Web Information Manager before proceeding.)</p>
Stationery	Joint branding, the New Zealand Government logo may be used.
Site Workers' Clothing	The company/companies or alliance delivering the project may wear their own branded clothing.

4. MODEL THREE

Ownership of a Project by Another Road Controlling Authority, with the Transport Agency Acting as a Service Provider (of, for example, Project Management Services)

4.1 Overarching Brand/Communications Principles

In this case, the local authority as project owner would have the lead branding and take the lead in communications on the project.

It is expected that there would be credit given by the project owner to the Transport Agency's role in the project in communications on project decisions milestones/decision, and that the Transport Agency could leverage project milestones in wider communications initiatives to support its corporate brand positioning.

4.2 Project-Specific Brand/Communications Protocols

Brand/Logo	Road controlling authority that owns the project.
-------------------	---

Media	Media releases on the project to be issued by the road controlling authority that owns the project, with acknowledgement of Transport Agency's role in the project. Press releases to be reviewed by Transport Agency prior to public distribution, according to an agreed communications protocol for the project.
Consultation	Consultation to be led by the road controlling authority that owns the project.
Construction Site Signs	Road controlling authority that owns the project to determine the requirements.
Print Material (Newsletters, Brochures, Information Sheets etc)	Lead branding to be that of the road controlling authority that owns the project, with acknowledgement of Transport Agency's role in the project. If the Transport Agency logo is used, the Transport Agency's <i>Brand Manual</i> must be followed. The New Zealand Government logo may be used.
Spokespersons	Road controlling authority that owns the project to appoint its spokesperson on the project. Transport Agency would not be required to provide a spokesperson for the project, except on a reactive basis in relation to any issues arising from the Transport Agency's role.
Project Offices	For local roads, the project office may be an established office within the local authority. By agreement between the road controlling authority that owns the project and the company/companies or alliance constructing the project, the project office(s) may carry the latter's branding.
Advertising/Public Notices/Classifieds	Road controlling authority that owns the project.
Website	Road controlling authority that owns the project, with acknowledgement of the Transport Agency's role in the project and links to Transport Agency's website where appropriate. Logo files are available on request from the Transport Agency National Office Channels Team.
Stationery	The relevant road controlling authority's brand.
Site Workers' Clothing	The company/companies or alliance delivering the project may wear their own branded clothing.