



Project Charter:

ICAR Brand Development

Martin Burke,
Joost Mogedorff.

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Project Charter: ICAR Brand Development Project

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Project Charter: ICAR Brand Development Project

1. Overview/Background

We like to think that over the years ICAR has developed a reputation for integrity, we look at ourselves as a bastion of science-based independent professionals working to develop practical guidelines to provide a greater good for animal breeders.

But what does ICAR mean to the people working within ICAR? What are our organization values and culture? What does ICAR mean to our “customers” i.e. those members who subscribe and use ICAR services or the practitioners and breeders who reference our guidelines? Or what does ICAR mean to our international partners who interface with ICAR?

The ICAR board has agreed that it is time to do an independent review of our ICAR Brand. This document then outlines the Project Charter for ICARs’ Brand Development Project;

Project Title:	ICAR Brand Development Project	Project Working Title:	ICAR Brand
Project Manager:	Martin Burke	Project Champion:	Hans Wilmink/ Jay Mattison

2. Points of Contact

List the principal individuals who may be contacted for information regarding the project.

Position	Title/Name/Organization	Phone	E-mail
<i>Project Sponsor</i>	ICAR President & Board	N/A	N/A
<i>Project Manager</i>	Martin Burke	+353 87 6672223	martin@icar.org
<i>Brand Consultant</i>	Joost Mogendorff www.mojstrategy.nl	+31 6 444 323 80	joost@mojstrategy.nl



3. Project scope

The Project Scope defines all of the products and services provided by a project, and identifies the limits of the project. In other words, the Project Scope establishes the boundaries of a project. The Project Scope addresses the who, what, where, when, and why of a project.

On 28/8/15 a workshop was held with the ICAR Steering Committee & Project Group members. Expectations concerning the branding project were discussed. The expectations as expressed by the participants can be summarized like this:

3.1. Expectations: What should come out of this project (Hopes)

- ***Create a positive global awareness for ICAR and create better understanding of the organisation. Not just in Europe***

This notion was clearly shared by all participants. Currently the ICAR staff lacks tools to give an elevator pitch about ICAR (what is the story in short) and explain potential members the benefits ICAR offers and state what are the costs involved in membership. Connected to this are items like: 'ICAR needs to be seen as an international reference body.' 'All ICAR certifications should be recognised as high value.' 'How can we create trust, become a 'partner of choice' and a world authority?' 'How can we become a brand?'

- ***Who are ICAR's customers and what do they expect? How can ICAR create value for Customers (members)?***

Several participants state that better understanding of members needs is necessary to develop a stronger ICAR brand.

- ***Better, wider communications. Create a common language between staff, members and partners.***
So both within ICAR and outside of ICAR there is a need to actively communicate: Achieved results are better communicated. More exchange between ICAR working groups based on a shared mission

- ***We need a new logo that is better applicable.***

The logo and corporate design need a functional upgrade. In the discussion it became clear that it should build on the current design, participants do not want a complete make-over (an evolution, not a revolution).

- ***Other hopes expressed***

- A strategy for the future of ICAR. Define brand versus ICAR vision.
- Clarify (maybe determine) the relation between ICAR and its sub brands: Interbull, Interbeef, Intergenomics, GenoEX. Look for opportunities.
- *Ease of use: simplify the content and delivery from ICAR to members and other stakeholders*

3.2. Expectations: Concerns

Expectations concerning the branding project, as expressed by the participants.

- ***The process of this project should be flexible and aimed at concrete actions instead of long discussions***

Some participant feel we should avoid too many long discussions. How can we make sure we can keep the pace and make actual and concrete progress? We should avoid creating a report that gets filed and not used. Or lose focus harming current service delivery.



- ***Be realistic concerning current limited staff resources.***

Several participants expressed concerns about the small team that staffs ICAR full time. There are minimal resources available. This project will lead to a lot of work: how should we deal with this?

- ***Costs of this project***

“how do we avoid spending too much money on this project?” Several participants expressed concerns about how to finance the activities that may be executed within this project.

- ***Other concerns expressed***

- ICAR doesn't just need fancy ties, pens etc. ICAR needs a clear brand concept. It not only about presentation, it's about content, interaction and relevance.
- ICAR should not present itself too 'commercial'
- ICAR moving into 'policing' instead of compliance
- ICAR should not become “Euro-centric in delivery”
- How do we deal with getting in contact with new stakeholder still unknown to ICAR
- ICAR moving into policy area

3.3. A bottom up approach to branding

ICAR (being an NGO) works in a global field with a lot of different stakeholders in a lot of different markets with regional differences in legislation and competitive situation. In the last few years a lot has changed and dynamics have increased. These changes are affecting the position of some of ICAR's traditional key stakeholders and as a consequence are affecting ICAR's position as well. What is ICAR's response to these strategic changes? How does ICAR want to add value? For whom?

The answers to these strategic dilemmas' will steer the ICAR brand strategy that is to be defined. However, the sharpening ICAR's organisational strategy is an ongoing process and as the steering committee pointed out in August '15, the discussion on the organisation strategy of ICAR should not be part of the branding project. It was concluded that a top-down branding approach with defining the brand strategy (based on the organisation strategy) as the cornerstone activity, is not the right option for ICAR at this moment (looking at budgets, team capacity, strategic process and timeline).

As a consequence, this project should lead to well-targeted actions and quick wins for ICAR in the field of branding, an approach that will add to the sharpened strategic positioning of ICAR, without leaning too much on the outcome of the strategic process. So, this project should add to clarifying the organisational strategy without defining the actual strategy.

Therefore, the project will follow a swifter and bottom-up oriented approach. The start of this project should be aimed at understanding the key stakeholders' perspective. Based on a thorough qualitative stakeholder analyses, a number of quick wins and well-targeted actions that can improve ICAR's visibility and profiling can be found and proposed and executed in an early stage. Including:

- “Inter” Communications: More focused engagement for Customers (Members, Partners, Competent Authorities and Breeders)
- “Intra” Communications; Better communications between ICAR Board and SCs/WGs and ICAR Executive/Secretariat)

3.4. Providing inspiration and guidance to the web project

The ICAR website project (re-structuring, re-designing, content improvement, technical back bone) is a separate project. Like defining the organisational strategy of ICAR, the ICAR is closely linked to this branding project. The branding project should provide guidance and inspiration to the web project. Using



the stakeholders-perspectives the branding project can provide a concrete vision on the web, its user-oriented interaction design and the relevance and tone of content.

4. Project Purpose

Explain the reason(s) for ICAR doing this project. The Project Purpose (the Business Problem and Project Business Objective) are described here.

4.1. Business Problem

The Business Problem is a question, issue, or situation, pertaining to ICAR's business, which needs to be answered or resolved. State in specific terms the problem or issue this project will resolve for ICAR. (Often, the Business Problem is reflected as a critical business issue or initiative in the ICAR's Strategic Plan).

ICAR President and Board want to clearly and independently define the ICAR Brand. Specifically, we need to;

- a) Find out what ICAR's current Brand identity is? (as is)
- b) Agree what we would like ICARs brand to be? (to be)
- c) Put in place first actions and quick wins to improving brand visibility and recognition
- d) Put in place agreed milestone reviews to monitor and evaluate progress
- e) Sustain the ICAR brand into the future.

4.2 Project Business Objectives

Define the specific Business Objectives of the project that correlate to the strategic initiatives or issues identified in the Commonwealth or Agency Strategic Plan. Every Business Objective must relate to at least one strategic initiative or issue and every initiative or issue cited must relate to at least one project business objective.

Item No.	Survey Rank	ICAR Strategic Plan – Initiative or Critical Issue	Project Business Objectives
4	2	Providing ICAR members with greater visibility of ICAR with its members and international partners	Execute concrete communication actions (quick wins) to increase ICAR visibility, based on stakeholder insights and action plan
6	1	Improving the ICAR website	Inspire the ICAR website project a with concrete vision and ideas (sketches) on user-oriented interaction design and the relevance and tone of content.
5	3	Improving communications <i>and collaboration</i> between ICAR groups	Execute concrete communication actions (quick wins) to improve ICAR internal communications and dialogue, based on stakeholder insights and action plan
7	8	Improving the structure of the ICAR guidelines, with easier accessibility	Inspire the ICAR website project a with concrete vision and ideas (sketches) on user-oriented interaction design and the relevance and tone of content.



8	6	Enhancing Links to International bodies/partners	Grow understanding of stakeholders motives and potential added value of ICAR. Translate into concrete communication actions (quick wins)
9	7	Growing its reputation globally (particularly focus on growing our presence in Africa, Sth America and Asia)	Assess potential to build global reputation based on feasibility, urgency and available resources. Prioritize execution of concrete communication actions (quick wins) to increase ICAR visibility

5. Assumptions

Assumptions are statements taken for granted or accepted as true without proof. Assumptions are made in the absence of fact. List and describe the assumptions made in the decision to charter this project.

ICAR Brand Assumptions, what ICAR Brand must remain to be;

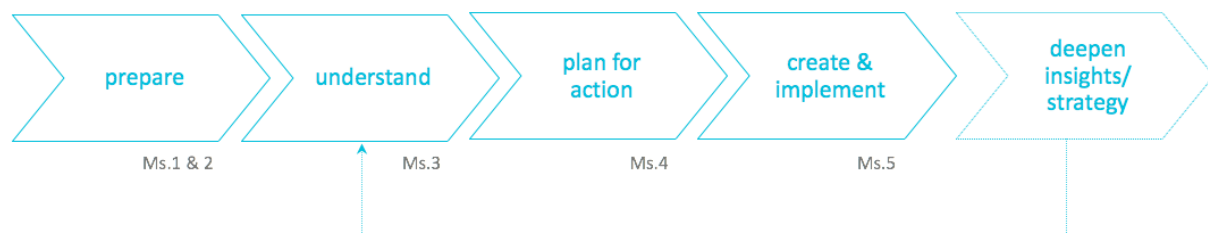
1. Aligned with our Mission, Aims & Main Objectives <http://www.icar.org/pages/aims.htm>
2. Better understanding (associate)members /stakeholder perspectives is essential to upgrade the ICAR-brand via this project
3. Positioning of ICAR: Independent and impartial/neutral (from commercial influence)
4. Positioning of ICAR: Based on science
5. Positioning of ICAR: Global
6. ICAR stays relevant to best practice in animal recording

6. Project Description, Scope and Management Milestones

6.1 Project Description

Describe the project approach, specific solution, customer(s), and benefits.

Proposed Process to strengthen the ICAR brand



The stages in this project build up to 'Create and implement' (milestone 5). In this stage actual concrete actions will be executed, based on the plan for action (milestone 4). The groundwork for these milestones are the Understand-stage (Milestone 2) in which stakeholder perspective and gathering insights are of vital importance.



6.1.1 Project Charter version 2 & Team Selection Approval by Board (Milestone 1)

6.1.2 Prepare; (Milestone 2)

- ✓ Define project ambition, assignment, deliverables.
- ✓ Create project structure and define roles
- ✓ Seek info and refine with internal stakeholders (ICAR team, SCs WGs)
- ✓ *Deliverable of Milestone 2: Finalized Project charter version 3, approval by Board*

6.1.3 Understand (qualitative research); (Milestone 3)

- ✓ Desk research: mega-trends, ICAR policies, ambition
- ✓ Interviews internal stakeholders (staff, CE, president, Chair WG, chair SC, Service ICAR)
- ✓ Interviews members, associate members and international partners, government
- ✓ *Deliverable of Milestone 3: Compact report on current image ICAR (as is) with interviewed stakeholders, insight stakeholders and (potential) ICAR benefits to stakeholders. Approval by Board.*

6.1.4 Plan for Action (Milestone 4)

- ✓ Rough outline of ICAR brand story components and benefits
- ✓ ICAR key touch points and how to upgrade from a branding perspective
- ✓ Potential branding action and proposal for priorities
- ✓ Workshops with steering committee on these themes: please comment on draft proposals, add, adjust
- ✓ *Deliverable of Milestone 4: Action plan on concrete communication actions (quick wins) to increase ICAR visibility, based on stakeholder insights. Plan contains a proposal which ICAR touch points (communication means, services, etc) to upgrade, to add and how to achieve this. Approval by Board.*

6.1.5 Create and implement ICAR Brand actions (Milestone 5)

- ✓ Create communication means and/or inspiration sketches (e.g. corporate story for web or brochure; logo & visual identity evolution, web interaction sketch and web design)
- ✓ Implement to improve ICAR visibility and brand awareness
- ✓ *Deliverable of Milestone 4: Selected communication means and/or inspiration sketches are designed/ written/produced/implemented. Exact selection to be implemented will be based on outcome of Milestone 4 Action Plan.*



6.1.6 Deepen insights/strategy

The approach of this project is based on working on quick wins, based on a thorough understanding of the ICAR stakeholders. After Milestone 5 (create and implement) is reached, ICAR can decide if and how to continue working at its brand. By evaluating the learnings from the 5 branding stages completed and combining these with the outcomes of the organizational strategy process, ICAR will be able to specifically define its branding ambition and targets for the near future. This can be the start of a renewed (quicker) cycle through the branding stages Understand – Plan for Action – Create and Implement.

6.3. Summary of Major Management Milestones, planning and budget

Provide a list of Project Management Milestones and details.

Milestone No.	Event	Estimated Date	Estimated Duration	Estimated Cost of each MS Deliverable
MS1	“Project Charter” & Team Selection Approved/Signed off	July 21 st - August 28 th 2015	4 weeks	€2k
MS2	“Prepare” Stage Completed and Signed off	September 29 th 2015	4 weeks	Min €4k Max €6K
MS3*	“Understand” Stage Completed and Signed off	November 20 th 2015	8 weeks	Min €8k Max €10K
MS4	“Plan for Action” Stage Completed	End of January 2016	TBD	Min €12k Max €18k
MS5**	“Create & Implement” Stage Completed	End of December 2016	TBD	TBD * 30k?

*NB: After Milestone 3 (MS3), an interim report and progress review will be submitted to the ICAR Board. Progression to MS4 and MS5 is only upon satisfactory results being demonstrated in the project to date in MS3. MS4 and MS5 will only be sanctioned by ICAR BOARD for continuation with consultant subjected to these results up to MS3.

**MS5 – No estimates have been given for MS5 as of yet – TBD - to be defined in Milestone 4 Plan for Action - for purposes of budget we have put in a further €30k but note this is a very ball park estimate – needs to be further broken down/detailed.

Project Team (Full and Part Time Staff) investment in time

Chief Executive : 20%

Cesare Mosconi : 30%

ICAR Other Staff member TBD 30%



7. Measures of Success

Provide a summary of the Measures of Success. List the Business Objectives, Performance Goal for each business objective, and briefly describe the Methodology for how the Performance Goal is measured.

- Project is on schedule, milestones are reached in time
- Project results in concrete actions, noticeable messaging to key stakeholders (internal and external)
- Project results in staff feeling more enabled and confident to tell the ICAR story and benefits
- Project leads to insight in relation between branding aspiration, resources available and actual action.

8. Project Authority

Describe the authority of the individual or organization initiating the project, any management constraints, management oversight of the project, and the authority granted to the Project Manager.

8.1 Authorisation

Name the project approval authority that is committing organization resources to the project. Identify the source of this authority. The source of the approval authority often resides in code or policy and is related to the authority of the individual's position or title.

ICAR President (Hans Wilmink) or his appointed deputy Vice President (Jay Mattison)

8.2 Project Manager

Name the Project Manager and define his or her role and responsibility over the project. Depending on the project's complexities, include how the Project Manager will control matrixed organizations and employees.

ICAR Chief Executive CE (Martin Burke)

8.3 Oversight

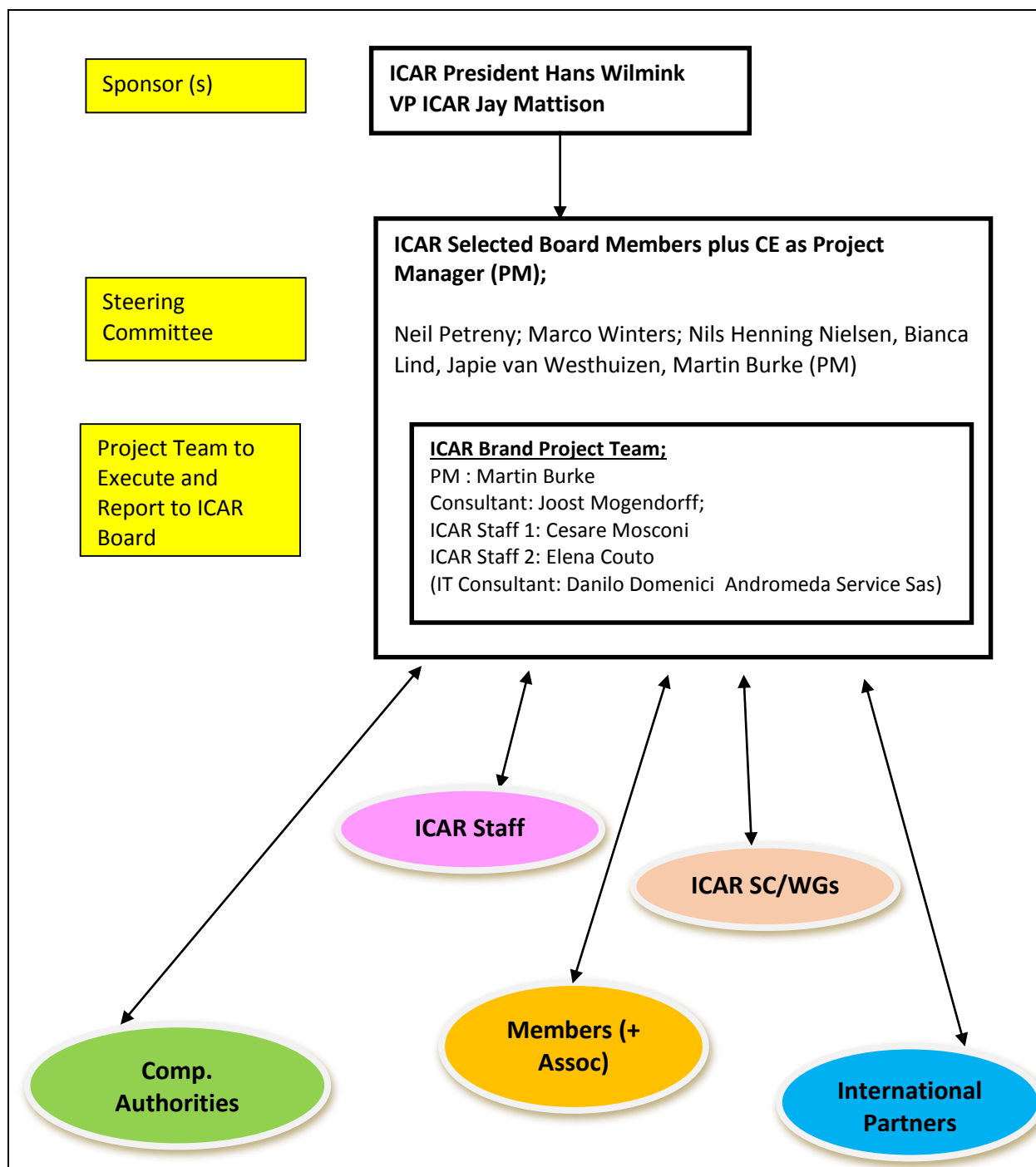
Describe the ICAR Oversight controls over the project.

CE provides interim Project Reports to ICAR Board. Particularly at end of MS3 Project will have to be re-approved by ICAR Board before progressing to MS 4 and MS5.



9. Project Organization

Provide a graphic depiction of the project team. The graphical representation is a hierarchal diagram of the project organization that begins with the project sponsor and includes the project team and other stakeholders.



10. Board approval

This document is submitted to the ICAR Board in the meeting of 29th of September 2015 for approval.

End: MCB 11/09/15