

Other sections cover sales promotion material, signs and vehicles, displays and exhibitions. In each case principles are shown, but details are not defined enough to ensure that all manifestations are well done; it would be possible to follow the manual to the letter but still produce bad designs. This is a weakness in UniRoyal's corporate identity scheme which they may wish to overcome in other ways as time goes by.

There is no reason why a whole scheme should be held up until every detail is sorted out. You have to start somewhere. The essence of the design manual is that it lays down the rules where those exist. It may add to them later, as the designers have time to go into new areas of the company. But if any organization wants a good, consistent visual identity it cannot be content with vague or incomplete statements, except as a temporary expedient.

UniRoyal has chosen a colour-matching system available, they say, from printers in eighty-five cities, and has supplied purchasing officers with addresses of these firms. The manual gives the printing ink formulas for both coated and uncoated papers and provides several perforated sheets of colour swatches to match. This is necessary because the same inks can appear quite different - as different as Oxford and Cambridge blues - on different surfaces.

Another section in this manual states ways of using brand names. It points out:

The company's trademarks and brand names are among its most valuable properties. Misuse of these marks can result in their loss as was the case with such marks as Aspirin, Lanolin and Cellophane.

It distinguishes between the company's own trademark and product trademarks. Ideally, it says, one supports the other. A widely known product can help sell products which are less known and have little advertising support. The manual advises on the choice of trademarks, and lays down a procedure to be followed before they are used (obtaining legal clearance from company lawyers and final clearance from the office of corporate identity).

A final selection in the UniRoyal manual lists materials available to all plants and branches worldwide from the office of corporate identity. These include: decals in sixteen sizes or variations, posters, embroidered emblems (in two sizes) for use on drivers jackets, uniforms, and by employees in games and athletic teams; binders for address books, telephone directories, catalogues, and management guides; and finally repro proofs of the worldwide trademark, US trademark, corporate signature, division names, worldwide signatures (UniRoyal Ltd, UniRoyal Englebert SA, UniRoyal Englebert AG, and others).

This list is enough to show the degree of penetration the corporate identity is expected to achieve. One small example, it states that all private cars bought or leased for company personnel should be white:

No other colour should be purchased without clearance through the corporate car fleet coordinator in the purchasing department.

And all cars are to be identified: manufacturing and service with a decal on each front door; sales cars with a decal on the right rear bumper.

For all its comprehensiveness, UniRoyal's design manual is essentially a simple workbook.

(Excerpt from: James Pilditch; Communication by Design. McGraw-Hill. 1970. p.123-126)