

one
Caribbean
Media

One Caribbean Media Newsletter • Vol. 1 No. 1 • September 2009

the One



Meaning

Where we come from. Why we are here. Who has been responsible. What will happen along the way. When we have started.

the nation publishing company barbados • the trinidad express

the newspapers

starcom network barbados • grenada broadcasting network • caribbean communications network trinidad

the radios

gbn television grenada • ccn tv6 trinidad • sixpoint productions

the television

business insight • reach caribbean

the consultants

www.nationnews.com • www.hott953.com • www.vob929.com • www.love1041.com •
www.gospel975.com • www.trinidadexpress.com • www.tv6tnt.com

the new media

one
Caribbean
Media

Your comprehensive source for news, information
and entertainment in and of the Caribbean.

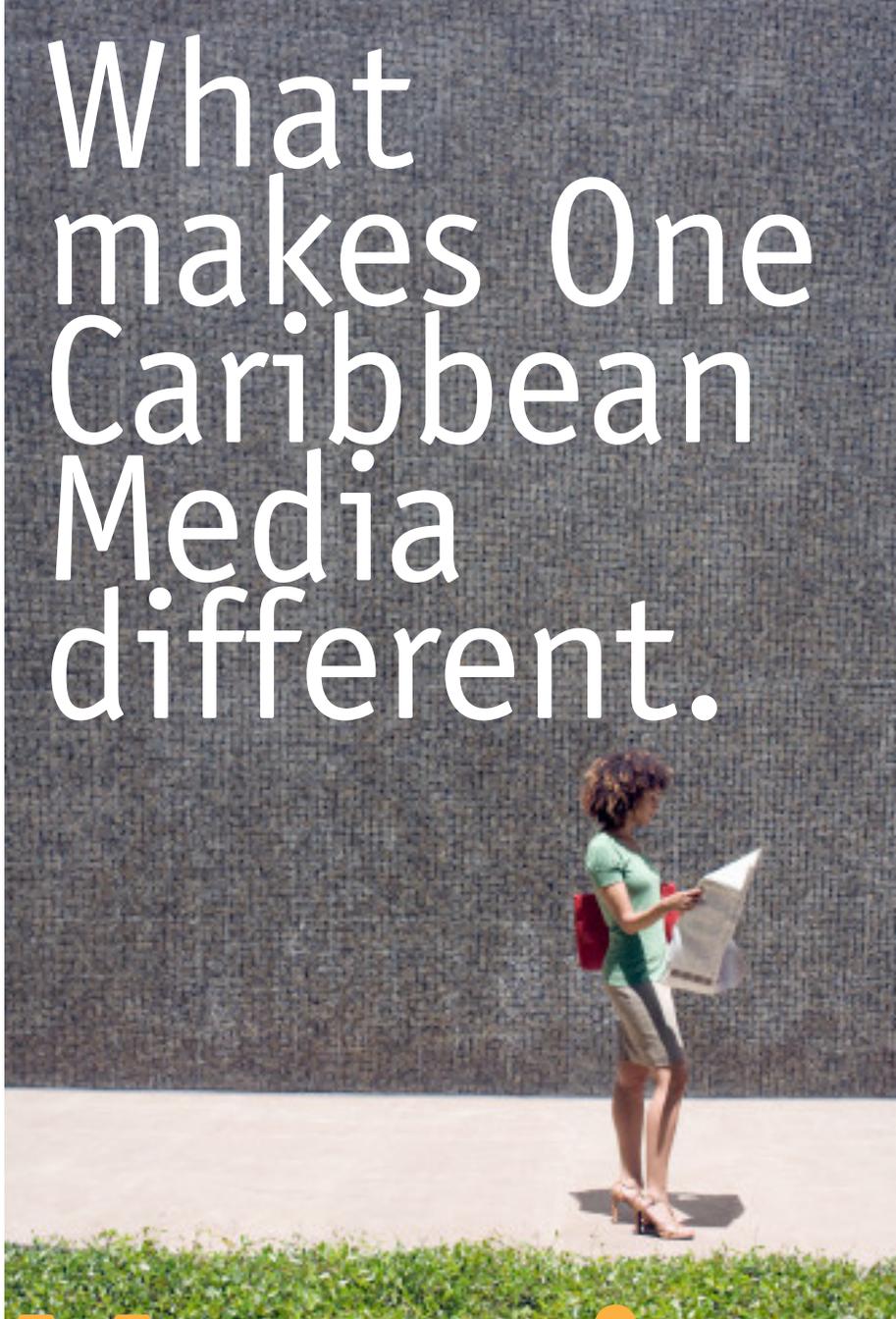
What makes One Caribbean Media different.

One Caribbean Media is a dream, held by many for many years, come true.

- A dream by patriots who believe that a free media is the foundation of a free society
- A dream by media professionals who believe that by constantly raising standards and adhering to them the media will contribute to a better society
- A dream by media practitioners who believe that by providing on-going top-notch training to young people the region will produce and retain world-class successors

Our ambition is to become synonymous with everything that is good and valuable in pan-Caribbeanism. "One Caribbean" is the rallying cry for achieving our goals as set out in our aspiration statement, but also for a more general feeling of synergies achieved in a world of ever-increasing cost, of power gained in a world of increasing fragmentation, of control established in a world of vanishing sound cultural and moral values.

One Caribbean Media embodies much more than a handful of often successful, sometimes struggling, newspapers and broadcasting media and media service companies in a tiny market of several Caribbean islands. As a brand, it differentiates itself as a responsible, daring leader who fully understands the changes in paradigm taking place in the Western hemisphere, and who takes the reins in steering the generation and dissemination of new knowledge along new channels—all the while being a profitable proposition to its owners.

A woman with curly hair, wearing a green t-shirt, a grey skirt, and high heels, is standing on a sidewalk. She is holding a newspaper and looking at it. She has a red bag slung over her shoulder. The background is a dark, textured wall.

Meaning

Why re-branding?



The downs

One Caribbean Media was formed on January 01, 2006 and was subsequently listed on the TTSE and the BSE. The timing, in hindsight, was probably not the best:

In 2007, the Cricket World Cup resulted in a loss for the company. In 2008, the financial crisis affected tourism and advertising expenditure. And in early 2009, the CL Financial meltdown brought its own spate of problems for the company, including the fact that the Trinidad and Tobago government became a substantial shareholder in One Caribbean Media through taking over Clico's shares in the company. All this resulted in a loss in revenue or profits and a dampening of the share price in the first three years of its existence. In addition, image gaps, particularly in Barbados, made themselves felt, where Trinidadian companies are viewed with some degree of distrust. The Clico debacle compounded this impression.

The ups

On the other hand, the timing for the incorporation of One Caribbean Media was also crucially right. Trinidad and Tobago's economy was still on a growth curve, which resulted in many investors seeking opportunities to diversify their portfolios. With most of the TTSE- and BSE-listed companies operating in the financial and less so in the conglomerates sectors, a media offering was a welcome diversification offering, which many investors took advantage of.

These investors were also aware that in today's globalised marketplace, media companies have become power houses. There is little room for small players, and the media are no exception: to be a viable proposition, a media conglomerate

has to demonstrate market domination and performance. Mergers and acquisitions are a must in the media arena in order to attract investors and to achieve economies of scale.

Regional integration has been on the cards for Caribbean leaders for more than half a century, and the Caribbean Single Market and Economy initiative (CSME) was launched in 2006. Reduction of trade barriers, convergence and coordination of economic policies and steps to strengthen financial sector linkages are key to successful integration. The present thrust for regional integration has been private-sector-led, with various companies — mainly from Trinidad and Tobago — pushing into the other economies. Examples for this are Guardian Holdings, RBTT, Republic Bank, Neal & Massy to name but a few, who all strengthened their positions and took advantage of opportunities that other players on the global playing field competed for. The communications sector was not exception, with One Caribbean Media merging several market leaders under one umbrella. Transportation will be another area of private-sector-led regional integration, with Caribbean Airlines now seeking to buy LIAT and Air Jamaica.

In view of extra-regional competitive pressures through globalization, global competition in the tourism market, competition for investment funding in the increasingly affluent BRIC countries, and diminishing support and subsidies for the Caribbean's traditional agricultural products, the thrust for regional integration has been re-energized by the private sector, five decades after the Federation of the West Indies and more than three decades after the establishment of Caricom. As a consequence of this, the private sector lobbied governments to synchronise legislation and achieve stability in the currency exchange regime.





The goal

In this shifting landscape, where social, financial, educational and cultural paradigms will be changing (or solidifying) at an ever-increasing pace, One Caribbean Media has to position itself a strong, independent, profitable proposition. Integration now has a purpose—whereas before it envisaged primarily political unions, today the economic streamlining is paramount. The media are playing a crucial role in this.

In the case of the managerial, administrative and technical side of One Caribbean Media, everything is being done by the member companies and the head office to enhance the profitability of each entity and to achieve sustained growth in an adverse economic environment. What is needed now is a clear, consistent branding strategy that includes giving the holding company a dignified and recognizable visual identity.

One Caribbean Media has to establish itself as the media corollary to regional players in other sectors like RBTT or Neal & Massy. The primary goal of the branding of One Caribbean Media is not that readers should choose the Nation or the Express over the competition—that would be the role of the branding of the individual member companies. The goal is rather that One Caribbean Media be perceived as the only proposition in the region that successfully satisfies the needs of its various stakeholders—from basic needs like earning shareholder returns, creating employment, providing highly specialized training and providing information and entertainment, to more subtle needs like defending democratic and other moral values or furthering economic development in fragile developing countries.

The how

The thinking behind deciding on a re-branding strategy is relatively simple: One Caribbean Media is dependent on private sector organizations and private persons as investors, as employees and as audiences/customers. As such, the branding strategy should portray the company as a significant contributor to the economies in which it operates, both in terms of dollars and cents, in terms of providing leadership and support, and in terms of the moral high ground that the “fourth estate” assumes. Being perceived as a significant contributor to the overall economy is particularly important in the small societies of the Caribbean, because re-investable profits are usually derived from trading locally and regionally with each other, and investment decisions are frequently the result of personal acquaintance with company officials.

Remembering that our branding is mainly directed at our two target groups of (potential and already existing) investors and employees, One Caribbean Media as a brand should position itself in image, words and actions as a real contributor to the tourism-based economies of Barbados, Grenada, St. Lucia, Antigua, Tobago and Montserrat, and to the industry-based economy of Trinidad. This corporate image would make sense to the Caribbean decision-maker, as it is geared to further the most important income-earning areas for the citizens of each jurisdiction.

The key to our brand:

Trust



“There is an intrinsic, inescapable correlation between trust and power. It is as if trust, in the very process of being confided, undergoes the equivalent of a chemical change. In consequence, what begins as trust when it leaves the donor, becomes converted into power in the hands of the recipient. If one actively trusts an individual, one is giving that individual a degree of power over oneself. If twenty people perform a similar act of conferring trust upon the same individual, his power increases proportionately,” write Baigent, Leigh and Lincoln. In the Caribbean of today, the “fourth estate” has slowly taken on another mantle (or rather, that mantle has been conferred upon it by the population): as other institutions that used to guide people in the past have increasingly lost their worth, the media have become the repository of trust, and as a result, have gained power. With this investment of trust, resulting in power, comes responsibility. The decision of how to brand the company needs to be an answer to:

What does One Caribbean Media do with the trust that is invested in it?

This is a philosophical challenge rather than a corporate one. But each element of the company’s mission and vision need to be evaluated as to whether they are the best and most truthful answer to this challenging question. Each element needs to fit into the self-image of the company. The result will be a stronger brand.

Our brand world:

What is the brand world of One Caribbean Media? It is not to be confused with the target groups of the individual member companies of the group, who have to satisfy popular consumption patterns, sell advertising and conduct CSR programmes that make them part of their respective communities. We are not speaking to the readers of our newspapers, the listenership of our radio stations, the viewership of our television stations, or to the advertisers and advertising agencies who choose our media as their preferred carrier.

Rather, One Caribbean Media as a brand has to fulfill the following requirements:

- It has to speak to our investors and shareholders as a brand that has potential for future growth. For them, One Caribbean Media has to be a brand that is a valuable cornerstone in their overall portfolio, with stocks that increase in value and yield regular dividends, coming from a company that is future-oriented and ethically run. Ideally, no existing shareholder would ever want to sell their shares in our group, and welcome new share issues that would allow them to increase their holding.
- It has to be perceived as a noble, worthwhile endeavour by the managers and decision-makers in the individual member companies. These highly educated and skilled people devote the best hours of their day and the best years of their lives to one of our member companies and by extension to One Caribbean Media. The brand image has to honour this; it has to communicate meaningfulness to the group's employees.

As such, the brand world of One Caribbean Media is one that denotes progress, upper-edge technology, higher education, ambitious personal standards—brands like Sony, Bose, Apple, Microsoft, UWI, Harvard, the BSE, TTSE, Wall Street and JP Morgan.

It is one also one of an ever-changing media world, full of urban dynamism, potential, youthfulness, the world of wikis and blogs, SMS and reality TV, represented by brands like Google, Facebook, Iphone and MSN.



UWI

SONY®



Massachusetts
Institute of
Technology



facebook®

BOSE®
Better sound through research®

Google™

msn® 



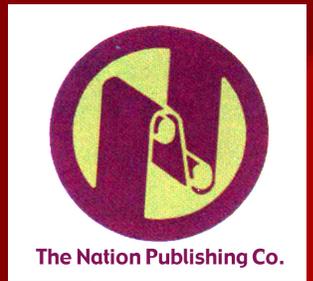
Macintosh



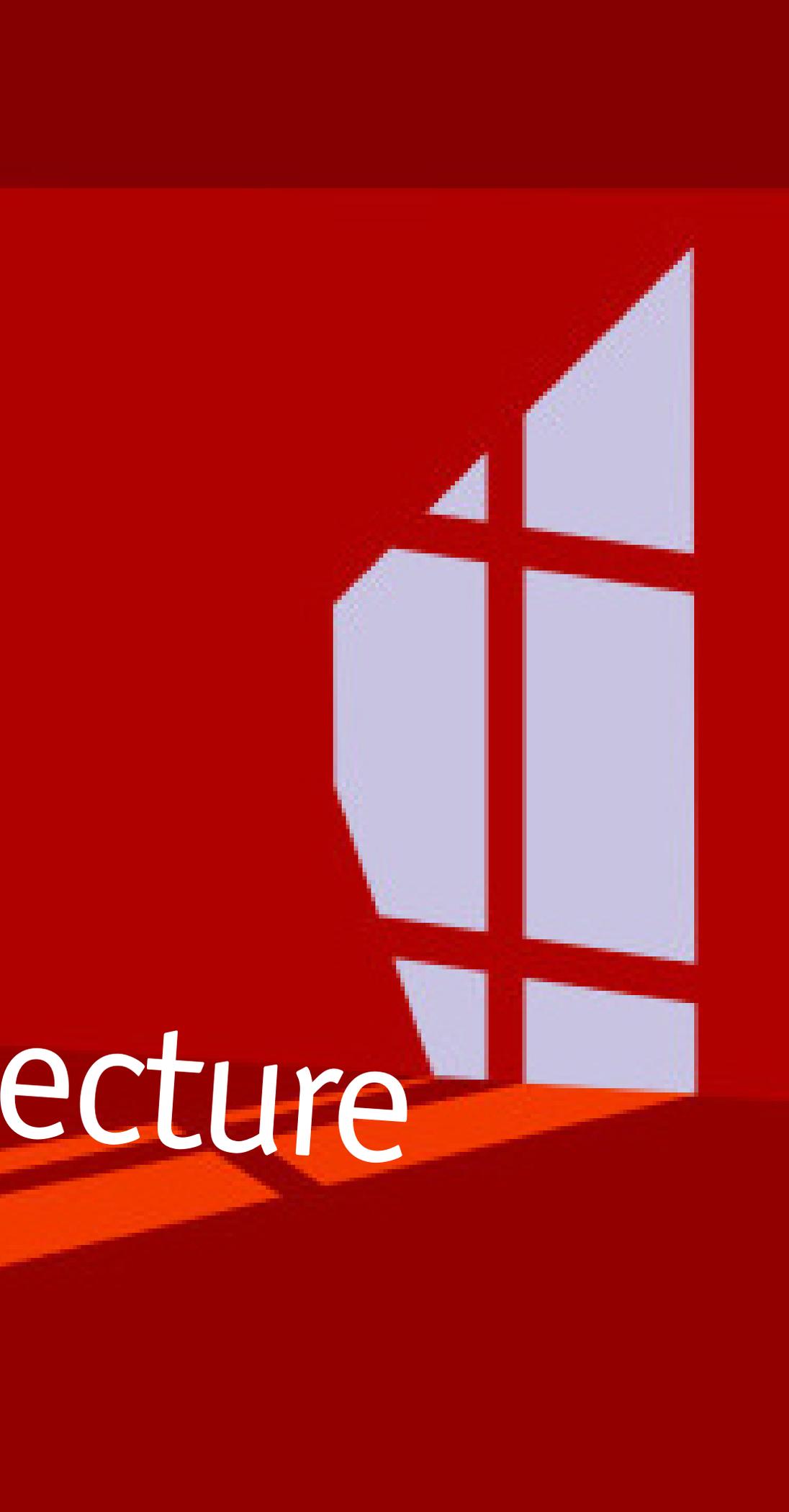
Microsoft®

UTT

iPhone



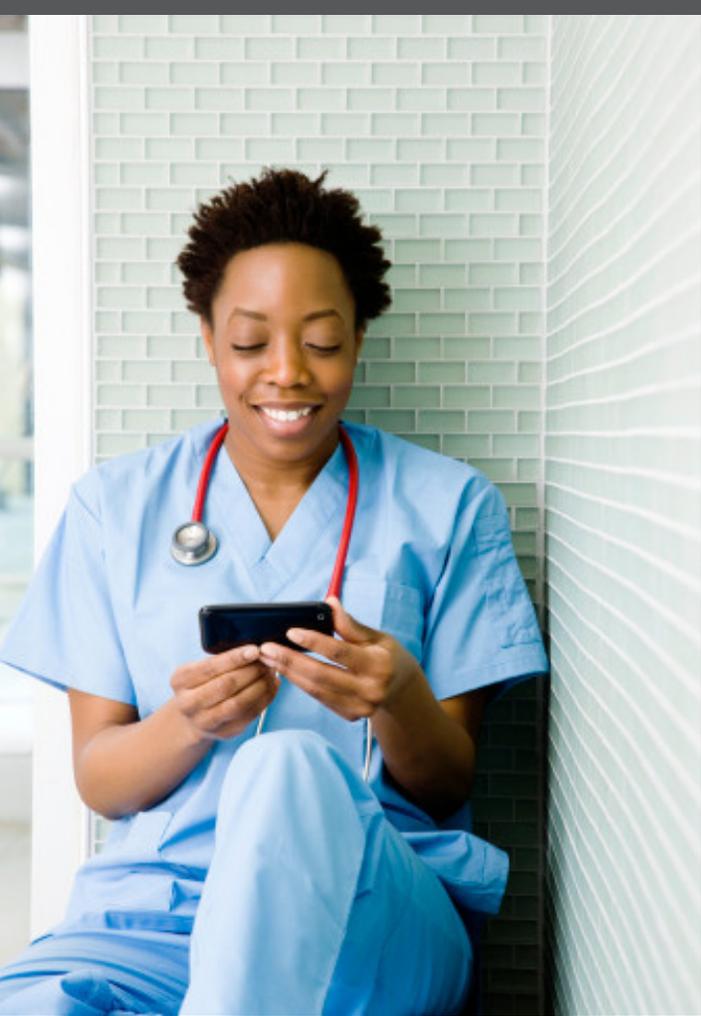
Our brand archit



ecture

One Caribbean Media is a holding company, a multi-local that at present straddles a segment of the southern Caribbean. As a brand, it will stand on its own in certain contexts such as shareholder interaction, international activities, group-wide publications and initiatives. Outside of this, however, the individual member companies' branding will be what is in the public eye.

One Caribbean Media will request only a minimum of its own corporate branding on its member companies. The image that the brand needs to project should be one that each group member can be proud of, a pride that will be earned rather than imposed.



Our look and feel

- classy and corporate
- tough and progress-oriented
- techy and stylish
- young and relaxed
- personable and caring



To
Nation House, 38 Roebuck Street,
PO Box 640C
Bridgetown
Barbados

Your Ref: 245/407

Dear Sirs,

The Nation Corporation is the parent company of Nation Publishing, which publishes the Nation newspaper and Starcom Network Incorporated, which operates four (4) radio stations.

The Nation was established in 1973. While the Nation newspaper was given birth by many hands, it is acknowledged that the two men who were most influential in its birth and survival against the odds were Fred Gollop and Harold Hoyte. The former was for most of the early years the chairman and business leader of the Nation Publishing while Harold Hoyte became its editor-in-chief and is now director and 'editor emeritus'. Like the Express, which had assisted it in its formative years, the Nation quickly became known in Barbados for a powerful journalism, supportive of Barbadian identity and progress.

The Nation is the most widely read newspaper in Barbados with an average daily and Sunday circulation of 35,000 and 50,000, respectively. The first issue of the paper, then a weekly, was published on November 23, 1973. The Nation started printing bi-weekly in 1977, introduced the Sunday Edition in 1979, and launched into daily printing in 1981. The publications of the Nation now include Daily Nation, Weekend Nation, Saturday Sun, Sunday Sun, Barbados Business Authority and the Friends and Better Health, magazines.

Sincerely

John Lum Yong
Group Financial Comptroller

one
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Media

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The 2010 Challenge

What we did right in 2009. Who our brightest stars were. What we will have to face in 2010. Where opportunity beckons.



Group companies will be asked to include certain aspects of the One Caribbean Media branding into their own communications. These will be summarised in a easy-to-follow manual that all group members will receive.

One Caribbean Media will apply its visual brand manifestation to:

- a corporate website geared to investors
- a newsletter geared to employees, investors and other stakeholders
- advertisements in select corporate publications
- a select range of sponsorships (and/or organization and hosting) of high-profile events, such as the upcoming Conference of the Heads of Commonwealth and media-related international conferences
- a select range of university scholarships, corporation-wide internships and exchanges, open to regional and international students and media practitioners
- participation on group level in select events such as trade shows, job fairs, conventions and symposia
- promotion of specific public initiatives (such as literacy) in support of member companies
- group-wide HR, employee motivation and training programmes



They may not be great copywriters, but they write emails to their supervisors and colleagues.

Our tone of voice:

“The sound makes the music,” says a German proverb. As in interpersonal communication, a consistent and appropriate tone of voice is probably the most crucial element in a branding strategy, determining the level of success of a brand. The tone of voice, if used consistently, conveys the values and qualities of a brand, and allows the recipient to recognize the brand and to be reassured of his or her expectations—which includes internal audiences to a very important degree. Staff has to speak, write and behave in line with external audience’s expectations, or the recipient will feel let down.

But the tone of voice—and the vocabulary—that One Caribbean Media uses has to have personality, style, and life. Taking a page from the book of George Orwell’s “1984” — we as a media company must not fall into the trap of the Orwellian “Newspeak”, a sort of official state language whose individuality is stripped in the pursuit of factual correctness and time constraint. It comes back to the trust that our target groups have placed in us: even though we have to be truthful and act in accordance with the responsibilities that come with that

trust, there is no need to sound unimaginative and limited like a press release or a police report.

Instead, One Caribbean Media’s tone of voice ought to be one that tells the exciting story of our brand and the creative people behind it: the exciting and human story of journalism, publishing and broadcasting in the Caribbean. We are the people who create language, the wordsmiths who frame ideas and shape opinions. We write the songs that make the young girls cry—it is our sounds that shape the music of Caribbean society.

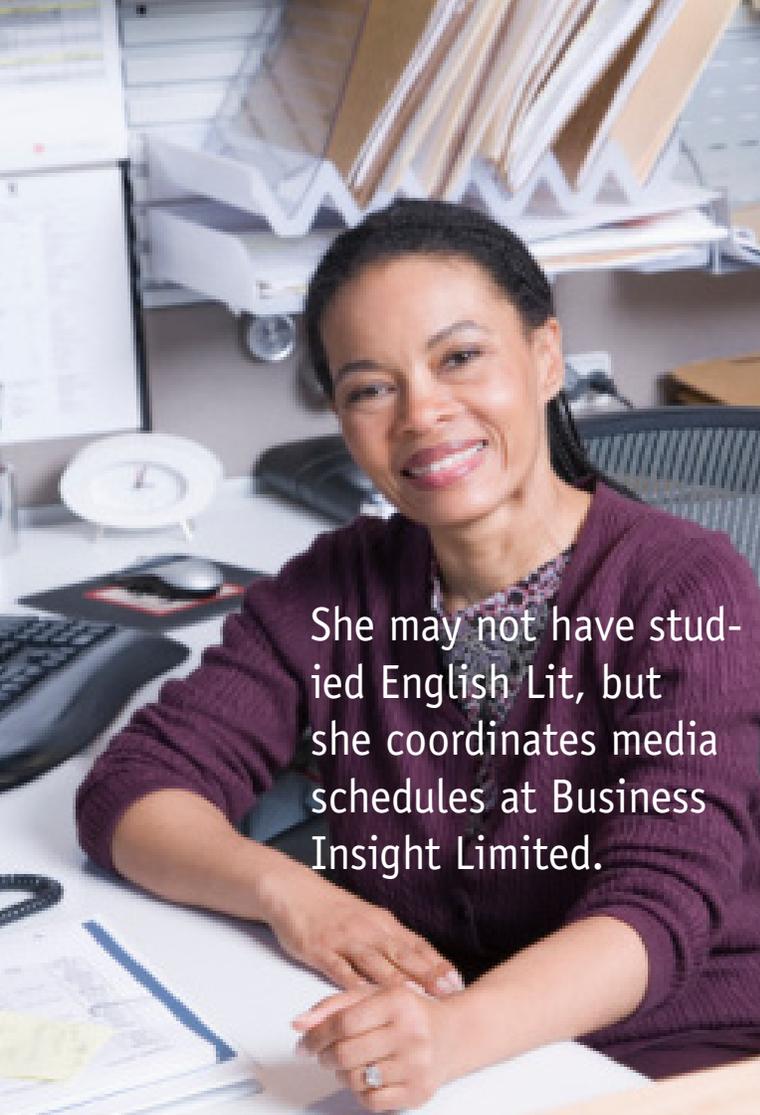
Our tone of voice takes its cue from our values, and is shaped by the professional standards of our core business, the standards of the media professions:

- We speak with authority, but we continue to listen carefully.
- We move with ease between one-to-many communications and many-to-many communications, always searching, always investigating, always sharing.
- We are zealous and forceful in our convictions, but always curious and gently open-minded about their effects.

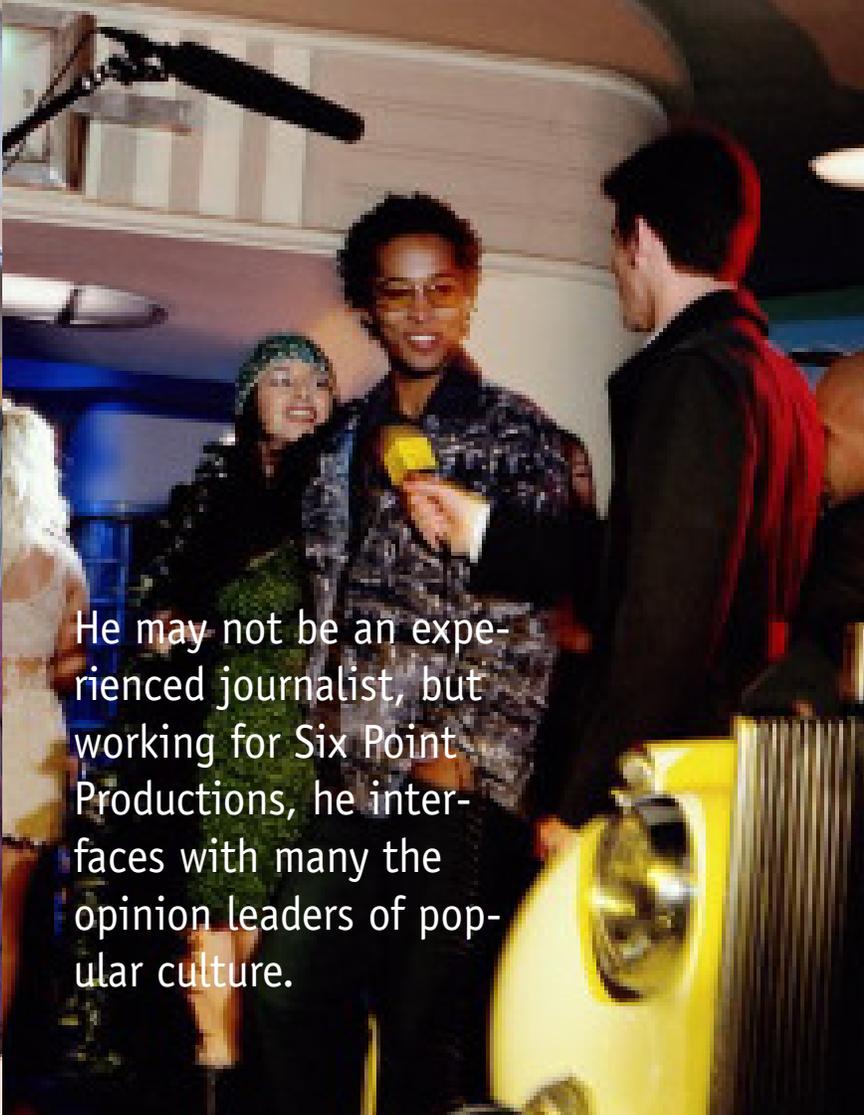
- We represent people, cultures, and societies in the great river of time flowing by and are aware of our role to play in making world history.

However, in implementing the tone of voice throughout the organization, it has to be kept in mind that not every staff member of One Caribbean Media is a skilled copy writer or literate editor. It will require training to enable staff to recognize if a piece of writing is in line with the brand’s values, and instruction to enhance staff’s sensitivity in their own writing will be necessary. This will engage staff on all levels and will help them to engage and understand the overall brand.

A newsletter, to which staff contributes, will be a good starting point that amalgamates marketing and human resources in their efforts to make the brand close at heart to internal audiences. In turn, practicing a brand’s tone of voice will free up staff members: they can shed the self-imposed straightjacket of having to sound like Newspeak or to communicate in a complicated management jargon, and as a result they will be freer with their ideas and feel more empowered to speak and write with confidence.



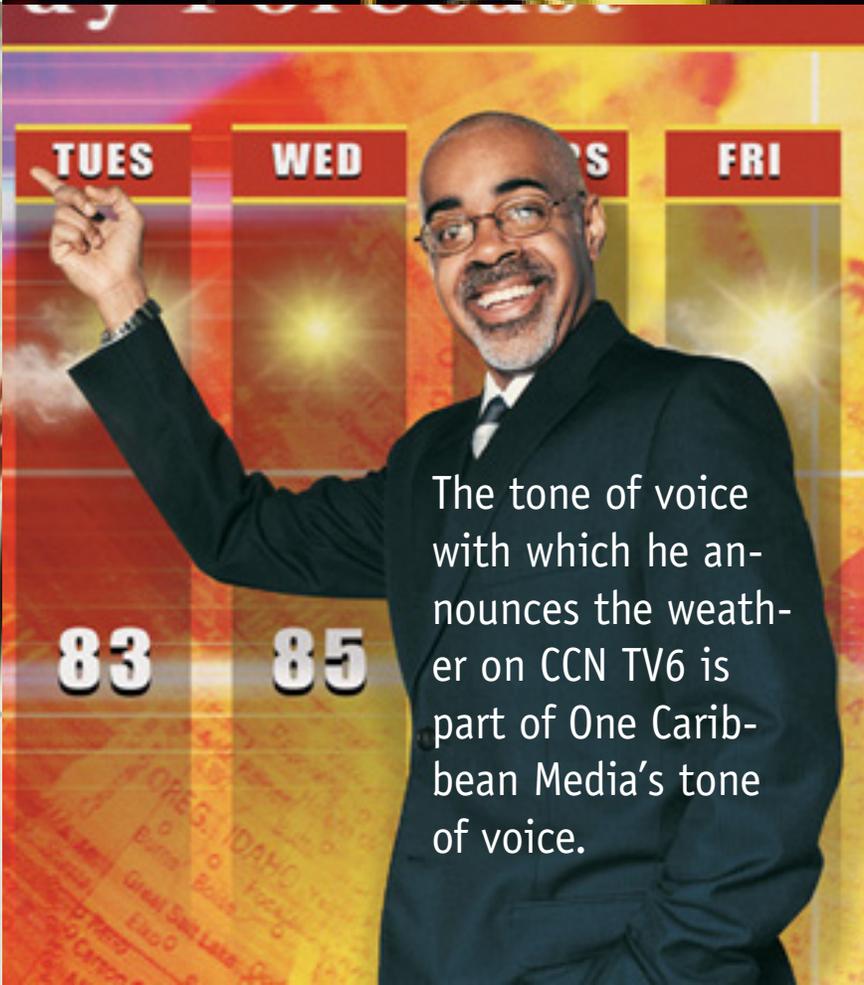
She may not have studied English Lit, but she coordinates media schedules at Business Insight Limited.



He may not be an experienced journalist, but working for Six Point Productions, he interfaces with many the opinion leaders of popular culture.



The brand image of One Caribbean Media will decide whether this man will give the Nation that exclusive interview next week.



The tone of voice with which he announces the weather on CCN TV6 is part of One Caribbean Media's tone of voice.

Logo design

The most common and often first question that pops up in every committee when deciding on a re-branding process is: "Should we change our logo?" This is particularly the case in relatively young organizations, where the brand image—of which the logo is a central part—is not yet clearly defined. More often than not the logo was the result of a design process at the beginning of the company's existence, and since then, the company has undergone rapid change in the formulation of its first few years of existence. Often, people also mistake the logo as their "branding" (and the symbol as their logo...)

So what should be done in order to answer the question is a brief survey among a representative sample of stakeholders (employees, investors, community members) with regards to logo recognition and image attribution to the logo. Based on the results, One Caribbean Media could then decide whether to change the logo or stick with the old one.

From a design standpoint, the actual look of the logo is largely a matter of taste. Rather than "Do we like the old logo" the committee should address the following questions during the development of the branding strategy:

- Is it the old logo consistently used?
- Has the old logo already achieved "currency" in our target group?
- Will the old logo be representative even if we formulate a new branding strategy for the company?
- Does our old logo resemble too much that of any other organization (i.e. Republic Bank has put a lot of mileage into the figure "1" in their branding)

Should the answer be "no" to these questions, and a new logo be desired, we suggest to explore the corporation's roles and to decide on how to evaluate a new logo:

- Should the new logo be the same in each of our jurisdictions, or should there be variations (i.e. Coca-Cola, Google)

- Does the new logo represent our new brand as defined in our new strategy? (i.e. does it speak with a bold, authoritative, youthful voice)
- Are we convinced by the designer's explanation (see example below) as to how the new logo will represent the various roles of our organization?

Here would be the explanation for the logo that we have developed in the context of this presentation:

The company's name represents its underlying pan-Caribbean character. "ONE Caribbean!" is its battlecry (to be called out with the same gusto as "POWER to the People!") and the logo emphasizes this visually by the oversized word "one". "One" is used in lower case letters, first to achieve visual compactness, but also on a different level to denote equality and fairness.

"One Caribbean" is written in black, with the word "Media" in white to distinguish it as the specific industry sector in which the company wishes to achieve pan-Caribbean successes.

The word "one" emerges over the horizon of the orange square, rests on its edge, and is partitioned by the square into two halves. There are several meanings to this: it symbolizes the literal horizon as

seen on the ocean that surrounds the Caribbean islands. It also symbolizes the metaphorical horizons that we are pushing towards as a company. If the orange square is seen as a box, the word "one" is in the process of emerging out of it, symbolizing the dynamism of our ideas and processes. If the square is seen as a solid base, then word "one" rests on it, having been given stability and focus.

The orange square also affords the logo the opportunity to come alive without being compromised into non-recognition. The area below the word "Media" can be used to encase the logos of one of our member companies, denoting a communicative context in which the One Caribbean Media logo is placed. When this happens, the orange square of the parent company's logo acts like an umbrella, an overarching principle, a caring, shielding hand to the member company. Both logos stand for themselves, yet are intertwined in their representation.

Apart from this variation, The One Caribbean Media logo should never be utilized in any colour variations. The type should always appear in the black and white as shown, and if placed on a dark background, the logo should be placed into a white rectangle whose margin is the width of the downstroke of the "n" in the word "one". If represented in black and white, the orange square will go to 50% black. If represented in one colour (i.e. when engraved or embossed) the orange square will be an outline.

one
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meet miss eldridge.



Miss Eldridge is a secretary in a law firm in Grenada. With her own children grown, she devotes each Sunday morning after church to teach children in the orphanage reading and writing — essential skills to participate and thrive in today's knowledge-driven society.

One Caribbean Media supports literacy throughout the Caribbean. Through our member company, the Grenada Broadcasting Network, we support the Miss Eldridges of the Grenada with reading materials and modern teaching tools.



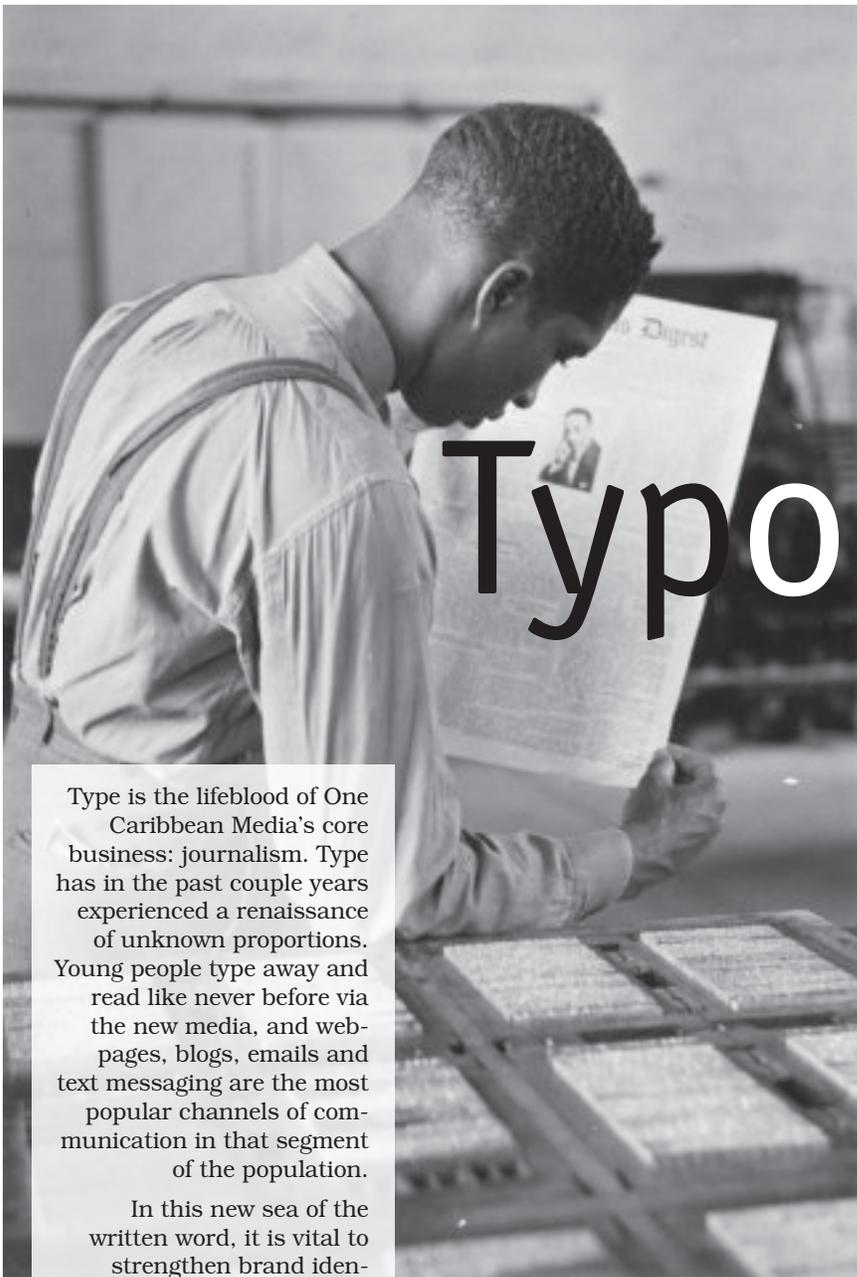


meet soledad.

Soledad is from Venezuela. A couple of years ago, she and her family lost everything in a terrible landslide that buried their home, their school, and their father and grandmother. Everything, but not her ambition and her will to make a success of herself in the world of modern communications.

Through our member company CCN TV6 and in collaboration with the University of Trinidad and Tobago, One Caribbean Media was able to make Soledad's dream come true: a one-year work-and-study programme in television scripting and production.





Typography

ITC Officina
(or **Officina
Bold**) for main
headers, big call-
outs. Big ideas.

Type is the lifeblood of One Caribbean Media's core business: journalism. Type has in the past couple years experienced a renaissance of unknown proportions. Young people type away and read like never before via the new media, and web-pages, blogs, emails and text messaging are the most popular channels of communication in that segment of the population.

In this new sea of the written word, it is vital to strengthen brand identity via the selection and continuous application of a narrow set of typefaces that are employed throughout all visual communication channels.

We suggest the selection of one signature typeface (ITC Officina) for headlines and subheaders, one light typeface as a complementary design typeface (ITC Eras) and a serif typeface for easily legible body copy (ITC Bookman). No other typefaces except those three should be utilized in any corporate communications.

For windows applications and html web applications, these three styles can be replaced with Verdana and Times respectively.

ITC Bookman light for flow text.

ITC Eras light for very large words (see page 6 the word "Trust) or subheaders. To be used judiciously.

Windows/internet substitutions:

Verdana	=>	Officina
Times	=>	Bookman

One Caribbean Media to communicate a lot of opposite – or should we say complementary – messages and values. As a media organization, we often deal with extremes: opinions that clash, facts that contradict each other, interests that are diametrically opposed.

& Colour System

Our brand is defined through strict reduction of its typography to the three type-styles Officina, Bookman and Eras, set on a range of bold and solid colours, often touching the edges of a coloured box and blending in with the white background. We often use the combination of different values of a colour on top of each other. And we stay away from pastel shades, rather using the full, rich saturated shade of any colour.

The colour palettes that One Caribbean Media is using are:

- oranges — from apricot to dark brown (with the logo colour being orange 143)
- greens — from yellow lime green to dark moss green
- reds — from fire engine red to deep burgundy
- blue — any colour of the sky from morning to midnight
- grays — including toned (warm) grays and sepia tones

The only colours we stay away from are pink in all its versions (from pale pink to magenta) and yellow.

Examples: Our callcards have different colours, but very disciplined typography. Our newsletter changes its masthead colour in every issue. Our website consciously does away with decorative colour at all, confining it to select bright Caribbean photography and juxtaposing it with the statement “Life in Full Colour”.





Images

The selection and treatment of photographs can be a major influence on the perception of a brand personality. Some brands define themselves exclusively through a particular style of imagery, without the usage of any or with very little text (Benetton or Absolut Vodka are examples for this technique). Other brands require certain cropping or framing of photographs (for instance British Gas and First Citizens Bank who depict photographs with rounded corners).

In harking back to our brand world, to our core business and to our target group, One Caribbean Media has to select photographs and images according to highest standards in reproduction and resolution, and judge the originality and relevance of photographs in the communication context that they are used.

As a media company, our audiences expect us to have top photographers and graphic artists at our disposal, which means that badly lit portraits and pixelised images lifted from the web should not appear in our publications (which by the way should always be reproduced with top print quality).

One Caribbean Media competes with other publicly listed companies for the investors' dollar, and as such has to look as crisp and high-class as Rolex or Bang & Olufsen. All member company logos that appear in our communications should be checked for reproduction quality.

And last but not least, it should be part of our branding that wherever possible, third party advertisements that are printed or broadcasted by the One Caribbean Media member companies or the head office should be checked for their quality—their shortcomings will reflect on our overall brand image, and our advertising customers will appreciate the feedback.

Unless in specific communications about the company's stock, "OCM" is a non-descriptive acronym that is meaningless and faceless, neither imbued with personality nor with any value or feature that our company possesses or pursues.

Our full name, One Caribbean Media, describes that we are a multi-local media conglomerate that operates in the Caribbean region and that pursues the synergies and strengths that stem from pan-Caribbeanness—both in a philosophical sense and because it makes good business sense.

We become what we think and what we profess to be. Therefore, in our communications and meetings, in our emails and letters, in our interviews and speeches, we will discipline ourselves to always refer to ourselves as "One Caribbean Media", but never as "OCM".

PS:

Our company's name is not "OCM". That's just our stock market ID.

