VISUAL IDENTITY SYSTEM OF A CHOSEN UNIVERSITY — SCOPE, PROCESS OF IMPLEMENTATION, MANAGEMENT
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Summary

Image is one of key elements which determines whether contemporary market entities achieve a competitive advantage. This is also true in case of universities which compete with each other - mainly to attract students. The image of a university in its environment is to a large extent determined by consistent application of the system of visual identity, which includes recommendations concerning the functioning of an organization in the sphere of markers (symbolism). The basic goal of this article is to define the factors conditioning the efficient utilization of such systems by universities. Exemplification of the process of planning and implementing solutions from the area of visual identity was carried out on the basis of Rzeszow University of Technology. Reference was also made to the effects of functioning of the system of visual identity of the university from Podkarpacie region through the investigation of the students' awareness of the existence of a standardized structure of markers and the perception of current utilization of its elements. In the supplement a division of universities in Poland, according to the scope of held systems of visual identity was carried out.

Keywords: marketing of universities, visual identity system, brand book, marketing, corporate identity
Introduction

Universities, in order to successfully communicate with the representatives of various groups from their environment has to use all available marketing instruments in a thought-out and coherent way. One of the forms of communication, exceptionally important from the point of view of achieving marketing goals (especially non-material ones referring to the image of an organization) and which is also hard to manage, is the system of visual identity. More and more Polish universities decide to implement complex solutions regulating the dimension of their visual functioning. Universities have systems of varied levels of complexity — some of them are built of only a few elements, others are complex and include a few dozen positions.

The main goal of this publication is identifying the determinants of efficient utilization of visual identity system by universities. It was achieved based on the analysis of a case of implementation of solutions from the scope of visual identity by one of universities. Within this description key stages in the process of the creation and implementation of the system were identified, the assessment of its functioning was carried out, the students' awareness of the existence of visual identity was investigated. Moreover, in the work the scope of utilization of visual identity systems by Polish universities has been recognized.

Essence and scope of visual identity systems

The final form of a visual identity system is determined by the concept of an organization's identity. What is closely related to identity is the notion of image, that's why these terms are often falsely regarded as synonyms. The basic difference is that identity is directly created by an organization and image constitutes a kind of “reflection” of identity in the perception of the recipients of marketing activities. In other words, it could be assumed that identity — in external dimension — is how a particular entity wants to be perceived and image is the actual picture of an organization in its environment.

In literature on the subject there is sizeable terminological chaos concerning the visual sphere of the functioning of a company. In publications in English the following notions come up in this context most often: visual identity, corporate visual identity, corporate identity, corporate design and symbolism. Such multitude of terms makes it harder for scientists to communicate clearly and accurately. Moreover, inconsistent terminology makes it hard for practitioners to understand the analysed issue, it also
makes it hard for them to use the theoretical models and the conclusions drawn from scientific research\(^1\).

The most general category is comprehensive identification (corporate identity), which should be regarded as strategically planned activity of an organization aimed at distinguishing it in a positive way on the market and unifying a team around common mission and goals. The basic goal of corporate identity is facilitating the functioning of an organization and building competitive advantage by putting emphasis on activities by means of visual attributes, creating communicative messages and employees' code of conduct\(^2\). The concept of corporate identity, drawing from the historical traditions of identification, focuses on two basic functions\(^3\):

- integrative — which involves gathering around an organization its employees, associated with the concept of organization's corporate culture,
- differentiating — which is a mechanism distinguishing an organization in the environment, associated with the notion of image.

Yet another role, which is important in the contacts between an organization and its environment, can be attributed to corporate identity. This function is building and maintaining relations with many groups of stakeholders eg. clients, investors, suppliers, representatives of non-governmental organizations, journalists and other member of broadly understood public opinion\(^4\).

The image of an organization is formed on many planes. It can be assumed that corporate identity is built of four subcategories, that is: communication and visual identity, behaviour, corporate culture, market conditions\(^5\). Each of these subcategories consists of a few elements and can be discussed in greater detail.

The visual system is thus just one of the elements of comprehensive identification. Nevertheless, due to highest communicational potential, it plays a key role for every organization\(^6\). This potential comes from common utilization of elements of visual system in all marketing activities. Visual identity is every presentation of a brand by means of symbols, or writing on all possible carriers\(^7\).

What constitutes the basis of visual identity of an organization is its name, graphic symbol, typography and colours\(^8\). In a more detailed view, what constitutes the system of visual identity are base elements, as well as system carriers\(^9\). Among the base elements there are: logo (logotype), colours, typestyles, dominant graphic arrangement,
minimum areas around symbols, sizes and proportions of graphic elements. At the same time carriers are mainly: printed office forms (templates, envelopes, files for documents), building facade, bodies of company cars, company uniforms, decoration of interiors (colours of walls, information boards), elements used during fairs (popup stands, stages, roll-ups), promotional materials (among others, leaflets, brochures, press advertisements, advertising merchandise), forms of electronic communication (Internet website, profiles in social media portals, templates of multi-media presentations).

The scope of a single system of visual identity is defined by the elements forming it and is determined, above all, by the profile of an organization's activity, its size, offer and the complexity of offered products. Visual identity can support the image of every organization in many dimensions connected with each other, they are: visibility, distinctiveness, authenticity, transparency, consistency\(^{10}\).

The most important feature of the system of visual identity is remaining under control of an organization. It is the organization which orders the design of such a system and later — through proper management — tries to use it efficiently in the process of creating the desired image of a brand\(^{11}\). In this context it is possible to highlight a few claims concerning visual identity. Name, logotype, company colours express the identity of an organization. Due to this they have to be consistent, stand out from rivals and stylistically refer to the values represented by the owner of the system. Capturing the character of an organization, providing it with a personality is the goal of creators of such attributes. Maladjustment of visual insignia to the character of an organization may turn against it. A consequence of such condition is that employees can't identify themselves with an organization and clients can't identify themselves with the organization's activity\(^{12}\).

Complexity and significance of visual identity system management

Deriving full benefits from the system of visual identity is determined by the management process covering both the stage of preparation of the system of markers, the phase of implementation, as well as current utilization and monitoring of adopted solutions. Management of visual identity is one of detailed aspects of the management of a comprehensive image of an organization.

Implementation and utilization of a system of visual identity by an organization should be a planned process consisting of a few stages. In literature the following stages of such process are described\textsuperscript{14}:

1. audit — analysis of the current and potential image,
2. strategy — formation of the concept referring to all changes of the current image of an organization, as well as the scope of these changes,
3. designing — a set of activities covering: creation (identifying the direction of changes, conceptual work, defining the carriers of image), choice of symbolism (work on details of the attributes of image), objectification (multidimensional investigation of the built system), verification (costs — identifying the costs of producing elements of the system, technology — checking the availability of the technology for the creation of the system, material — adapting materials to the style and aesthetics of an organization),
4. organization — working out an accurate procedure aimed at efficient implementation of the system and managing it,
5. communication — promoting the concept both in the internal dimension (among employees) and external dimension (with regard to entities in the environment of an organization),
6. implementation — launching standards of conduct, preparing tools (among others, sample books, templates, printing plates), maintaining the consistency of messages (all elements of the system), holding training courses for employees (ideological and informative),
7. production — physical implementation of elements of the system and start of utilization of the system.

As a supplement to the presented process, it is necessary to add yet another stage — monitoring of the functioning of the system of visual identity. This stage refers to one of basic functions of management, that is, control.
It is necessary to mention here that an important symptom of system management are thought-out modifications and adjustments arising from various causes of an objective character. An already introduced system of visual identity, despite fixed rules, can be subject to regulations. What is important is that it should be an element of conscious management and shouldn't be affected by random, or uncoordinated activities not resulting from market circumstances, or dictated by fashions, or temporary whims. Every intervention in the system should originate from significant factors of business character, structural changes, or an arising and unquestionably confirmed maladjustment of symbolism to the real image of an organization. It is also fully justified to eliminate obvious technical errors in the system at any moment. However, it is necessary to make sure that this doesn't cause (or only in a limited scope and in the short term) disinformation in the environment.

Undertaking the implementation of stages forming the process of management of the visual identity system, it is necessary to pay attention to the fact that conducted activities shouldn't be spontaneous and one-off. It is because achieving the intended effects in terms of image requires maintaining the coherence of many elements, as well as long-term consistency in activities.

An example of implementation of visual identity system by a university

One of universities which has implemented a system of visual identity is Rzeszów University of Technology. In the autumn of 2009 the university from Podkarpacie region started activities aimed at working out solutions from the scope of visual identity. The result of these actions was the introduction of a complex system as of the end of 2010.

The process which led to the preparation of the visual identity system for Rzeszów University of Technology can be divided into the following stages:

1) the university sets up a team dealing with the coordination of work on preparation of the system,
2) the university informs the representatives of various units of the university about the assumptions of the system and listens to their remarks about future solutions,
3) the choice of external entity (marketing agency) entrusted with the task of preparing the system,
4) agency works on the system — during these works the agency consults the team representing the university and the university’s authorities on a regular basis,
5) the university's employees are consulted on the prepared concepts of the system and one of the proposals is chosen by means of voting,
6) the university approves the solution chosen through voting as the binding system of visual identity and the system is introduced by a resolution of the university's parliament.

Works on the system of visual identity started from the creation of a team, which was formed by the representatives of the unit responsible for promotional activities of the Rzeszów University of Technology, as well as scientific-didactic employees of the Department of Marketing (functioning within the Faculty of Management of this university). At the initial stage of preparations, members of the team met with the representatives of the university's authorities, as well as deans of all faculties and directors of interdepartmental units. During the meeting the essence of the visual identity system, as well as the benefits arising from its utilization were presented. Moreover, the results of an initial diagnosis of the system of markers of the Rzeszów University of Technology of that time, as well as successful examples of implementation of graphic standards by chosen universities were presented. After the university had learned the opinions and expectations of the representatives of various university groups with regard to the future system of visual identity, it started activities aimed at the choice of an external entity that would prepare the assumptions for the system. A few marketing agencies responded to the university's proposal. The university decided to start cooperation with “Studio Otwarte” from Kraków, which is specialized in corporate identity solutions. After a few months of work and regular consultations with representatives of the university, two concepts for the visual identity system were prepared. The agency in it work on the design of the system took into consideration the tradition and character of the university formed for a few decades (since the time when Engineering School was established in Rzeszów, it was later transformed into Rzeszów University of Technology). Every employee of the university could vote by means of Internet portal (after logging in). The first of the proposed concepts was definitely more popular than the rest (it was chosen by 78% of the participants of the poll) and it was eventually adopted as the binding option. In October 2010 the senate of the university adopted a resolution introducing from November 1 the provisions of “Księga Standardów Identyfikacji Wizualnej” (Book of Visual Identity Standards).

In the following months activities aimed at fast implementation of the accepted solutions were started. Above all, the focus was on informing employees about the fact that they should comply with the assumptions of the system, as well as on sending templates and elements of the system to particular units of the university — among
others, dean's offices, department and faculty offices received files with templates of printed forms, as well as of internal markers (door signs).

In the Book of Visual Identity Standards detailed provisions codifying the sphere of visual markers were included. On the first pages of the document, as an effect of initial analysis, the evolution of the system of markers of Rzeszów University of Technology is presented (picture 1). Already in 1963 Engineering School had a consistent set of graphic signs — one of these signs was attributed to the whole university and the remaining four were attributed to particular faculties. In the following decades the system of markers of the university from Podkarpacie was subject to modifications. Eventually, each faculty worked out its own logotype. As a result, at the time when new, complex solution from the scope of visual identity was being worked out, the binding system of signs of the Rzeszów University of Technology was characterized by lack of consistency.

**Picture 1. The history of signs of Engineering School and Rzeszów University of Technology**

The key component of the “Book of Visual Identity Standards” is the accurately specified, modified logo of the university, supplemented with a logotype (standardized, full name of the university attributed to a symbol), as well as graphic signs and colours attributed to particular faculties (picture 2). The current logo of Rzeszów University of Technology was prepared on the basis of the old symbol of the university — stylized, leaning abbreviation “PRz”. In the document dark blue is mentioned as the currently binding colour of the sign (previously it was navy blue). The document also defines versions of the sign for specific applications (reduced size, using in negative). Moreover, the manner of utilization of the logo was regulated and the methods of scaling and composition with other symbols were defined. Provisions of the book concerning
symbols of faculties create an ordered and comprehensible system of markers, taking into consideration the symbol and colour attributed to the whole Rzeszów University of Technology. In the document a certain “colour code” which includes separate colours allocated to particular faculties is defined. The Faculty of Civil and Environmental Engineering received light green colour. The Faculty of Mechanical Engineering and Aeronautics — red, the Faculty of Chemistry — yellow, the Faculty of Electrical and Computer Engineering — turquoise, the Faculty of Mathematics and Applied Physics — violet, the Faculty of Management — steel (grey). The mentioned colours are used as leading colours in all informational-promotional materials. The provisions of the “Book of Visual Identity Standards” have also codified lettering, which was based on the typeface of one font and its varieties (the typeface was used both in graphic signs, as well as in all documents and promotional materials).

Moreover, the “Book of Visual Identity Standards” of the Rzeszów University of Technology standardized the appearance of: university and faculty documents, envelopes, employees' business cards, covers of theses, door signs (picture 3). The book also proposed the graphic composition of basic informational-advertising elements: leaflets, brochures, press advertisements, posters, exhibition systems, CD's, multi-media presentations, advertising clothes and merchandise.

Picture 3. Chosen elements of the visual identity system, of Rzeszów University of Technology

a) business cards
Already after the introduction of the visual identity system of Rzeszów University of Technology, the structure of markers was supplemented with graphic signs of further units: Main Library, Department of Foreign Languages, Department of Physical Education and Sports, Aviation Training Centre, Technical University of Children (picture. 4).

Rzeszów University of Technology, regardless of its logotype defined in the visual identity system, also uses its coat of arms (picture 5). Description and specimen of the coat of arms was included in the statute of the university, which was adopted in March 2012.

In an attachment to the statute, apart from the university’s coat of arms, also other elements important for the visual dimension of the functioning of a university were defined: seal, banner, colours and logotype. The descriptions of the last two elements were taken from the visual identity system prepared in 2010, in the statute the term “trademark” was used to refer to the logotype.
After a few years of functioning of the visual identity system of Rzeszów University of Technology, it is possible to conclude that the implementation of the system was fast and successful, as right now all units of the university use standardized elements of visual identity. However, certain difficulties in management appear and they lead to mistakes resulting from inconsistent compliance with the assumptions of the system (an example of such mistake is eg. the diversified appearance of signs on the doors of employees' offices). Universities — especially the biggest ones employing many people — face a major challenge which is monitoring the compliance with the assumptions of the system. Also Rzeszów University of Technology faces such a challenge, as it employs over 1,500 people working in administration dozens of scientific-didactic units (departments and institutes). For this reason, future actions should be focused on raising the employees' awareness of the scope of benefits resulting from the application of visual identity, as well as controlling whether the provisions included in the “Book of Visual Identity Standards” are properly used in the everyday functioning of a university.

**Students' perception of the elements of visual identity system**

In order to find out whether students are aware of the fact that Rzeszów University of Technology has a visual identity system and whether they notice the utilization of its elements, a survey based on the was carried out in June 2014 based on the method of auditorium questionnaire. 241 students from the Faculty of Management studying: “finance and accounting” (10.7% of respondents), logistics (33.2%), international relations (17.8%), management (38.3%) took part in the survey. Over a half of the surveyed group (58.4%) were women. The percentage of men amounted to 34.6% and 7.0% of the participants didn't reveal their sex. The participants were participants of both full-time studies (57.5%) and part-time studies (42.5%).

For the purposes of the research the research problem was formulated in form of the following questions:

- are students aware that the university where they are studying has a system of visual identity?
- do people studying at Rzeszów University of Technology know how the graphic sign (logo) of their university and their faculty look like?
- do students distinguish the logo of their university from the university's coat of arms?
- do the students know what colour — according to the visual identity system — is attributed to their faculty?
- which carriers of the system of visual identity are most often noticed by students?
Over a half (65.4%) of the respondents asked whether Rzeszów University of Technology has a system of visual identity said that that the university does have such a system. Only 2.3% of the surveyed said that the university doesn't have such a system and 32.2% gave the “hard to say” answer. Thus, it is possible to conclude that 1/3 of students of the Faculty of Management of Rzeszów University of Technology aren't aware of the fact that their university has a uniform system of markers. However, this doesn't mean that these people don't notice the displays of utilization of various elements of visual identity.

Students of the Faculty of Management of Rzeszów University of Technology were also asked about the appearance of their university's logo. In order to verify, whether the respondents — claiming to have knowledge on the subject — can really accurately describe the graphic symbol, they were asked to draw, or precisely describe the symbol. Almost 90% of students declared that they knew what the logo of Rzeszów University of technology looks like, but only 37.9% were able to properly draw, or describe the graphic symbol (picture 6). 36.4% of the respondents presented a wrong picture, 4.7% provided an excessively general (incomplete) description and 8.4% didn't put a picture, or description in the questionnaire. Only 3.7% of students firmly declared that they don't know what the graphic symbol of Rzeszów University of Technology looks like and 8.9% didn't give an answer. Thus, the obtained results of the survey lead to the conclusion that about 1/3 of students are able to precisely present the logo of their university.

Picture 6. Structure of answers to the question:
“Do you know what the logo of Rzeszów University of Technology looks like?”

Source: Own materials.
People participating in the survey were also asked whether they know what the graphic symbol of the Faculty of Management looks like and whether this unit has an attributed colour under the integrated system of markers — and if they do, then whether they know what the colour is. Half of the respondents declared that they were aware of what logo their faculty has (picture 7). In this group 21% of the respondents properly presented the graphic symbol and 20.6% drew the symbol incorrectly, 1.4% described it imprecisely and 7.0% didn't define the symbol in any way. 26.6% of the surveyed students admitted that they didn't know what symbol the Faculty of Management has and 23.4% didn't give an answer to this question. Thus, the obtained results show that fewer students are able to identify the graphic symbol of their faculty than the symbol of the university.

![Picture 7. Structure of the answer to the question: “Do you know what the logo of the Faculty of Management of Rzeszów University of Technology looks like?”](image)

Vast majority of the respondents (70.6%) declared that they knew what colour is attributed to the Faculty of Management. Every tenth respondent (9.3%) gave an opposite answer and every fifth person gave the “hard to say” answer. In the group of students who declared that they knew the colour attributed to the faculty, 72.2% claimed it is blue or light blue (picture 8). A much smaller group of respondents (14.6%) associated the Faculty of Management with grey or steel colour. The following colours were mentioned less frequently: navy blue (6%), orange (4.6%), brown (1.3%), ashen and cold (0.7% each). In light of the obtained results it is possible to conclude that
students most often recognize the colour attributed to the university as the faculty's colour — the colour of the faculty can be described as steel (grey) and the graphic symbol of Rzeszów University of Technology is blue.

One of the goals of the survey was to find out whether students know that Rzeszów University of Technology has a coat of arms (which remains outside the visual identity system) and if they do, whether they know what the coat of arms looks like. Less than one-tenth of the respondents (8.9%) declared that they were aware of the fact that the university has its coat of arms, but only 1.9% of the respondents accurately described the symbol (picture 9). The remaining respondents claiming to know the symbol, drew (described) the coat of arms incorrectly (3.7%), or didn't present the symbol in any way (3.3%). 22% of the surveyed declared that university has no coal of arms and 69.2% of the respondents chose the option “hard to say”. Thus, it is possible to conclude that few students are aware of the fact that their university uses — apart from logo — another graphic symbol, in form of coat of arms.

The survey was also supposed to find out whether students encounter displays of utilization of the university's visual identity system on a regular basis and what carriers used for the application of the system they usually notice. 80.8% of respondents answered that they had encountered the markers of Rzeszów University of Technology on some items. 19.2% of the surveyed gave an opposite answer. Students usually
associated the integrated system of markers with covers of theses (picture 10). 84.4% of those who declared that they had seen uses of visual identity of Rzeszów University of Technology pointed to this element. Among other answers there were: advertising gadgets (75.1%), promotional posters (72.8%), leaflets (67.6%), presentations by representatives of universities (61.3%), signs on the doors of the offices of employees, or dean's offices (58.4%), roadside advertisements (58.4%), press advertisements (55.5%), printed business forms (42.8%), information boards in the corridors of buildings (42.8%), popup stands (38.7%), university banners (32.4%), employees' business cards (16.8%), markings on vehicles (5.2%), other forms (3.5%).

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The results of the conducted research show that students are to a large extent aware of the fact that Rzeszów University of Technology has a visual identity system and notice many of the elements forming this system. At the same time, the components of markers of the whole organization are more recognizable than those of its particular faculties. In the future, in addition to the presented results and in course of a broader research project, it is possible to conduct a research referring to the perception of the
system of markers of the university from Rzeszów by the representatives of other groups important from the point of view of the university's marketing activities — employees, entrepreneurs and student candidates.

The scopes of visual identity systems of Polish universities

Universities in terms of the scope of their visual identity systems can be divided into three groups (table 1). The first one is formed by universities with complex systems, which have implemented solutions consisting of at least a dozen elements. In “identity manuals” of these universities, their logo (logotypes), as well as rules of correct and examples of incorrect utilization of symbols are described. Moreover, under their systems the appearance of: university documents, employees' business cards, door signs, covers of theses, backgrounds for presentations is described in detail. One of the first Polish universities which implemented the provisions of a complex system of markers is Wrocław University of Technology (the university has been using a visual identity system since 2004). Later, further universities implemented a similar solution. Among them are: AGH University of Science and Technology in Kraków (2007), Poznań University of Economics (2007), Jagiellonian University in Kraków (2009). Currently implemented systems most often characterized by far-reaching complexity and documents including system descriptions are more than 100-pages long — as in case of, among others, University of Life Sciences in Lublin.

The second group is formed by universities, which have at their disposal detailed rules for applying only chosen elements of markers — logo (logotypes) and possibly a few more positions. What may serve as an example here are the “Sign Identity Book” (Księga Tożsamości Znaku) of the University of Zielona Góra prepared in 2009, or Sign Book of Warsaw School of Economics (Księga Znaku SGH) from 2013, in which only the rules for the application of the basic graphic symbol were described in detail. At the same time, the University of Bialystok enabled downloading files with the university's coat of arms (in different variations) from its Internet website. In printing parameters the colours of the school's symbol and applying font were defined, the template of headed paper and presentation background were provided.

The last group of universities are units which don't have visual identity systems yet. The only things they have are individual graphic files with university symbol (possibly of particular faculties). This is the case with, among others, Lublin University of Technology, University of Rzeszow, or Siedlce University of Natural Sciences and Humanities.
<table>
<thead>
<tr>
<th>Type of university</th>
<th>Characteristics</th>
<th>Examples from Poland (together with Internet address)</th>
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<tr>
<td>Universities with complex systems</td>
<td>In their case university’s graphic symbol is defined in detail. It is presented in different variations. A dozen to a few dozen additional items are defined (among others, printed business forms, covers for publication, elements of internal and external markings, advertising advertising merchandise)</td>
<td>Wrocław University of Technology (<a href="http://www.logotyp.pwr.edu.pl/Default.aspx?page=Main">http://www.logotyp.pwr.edu.pl/Default.aspx?page=Main</a>) AGH University of Science and Technology in Kraków (<a href="http://www.agh.edu.pl/uczelnia/system-identyfikacji-wizualnej">http://www.agh.edu.pl/uczelnia/system-identyfikacji-wizualnej</a>) Poznań University of Economics (<a href="http://ue.poznan.pl/pl/universytet,c13/materialy-do-pobrania,c35">http://ue.poznan.pl/pl/universytet,c13/materialy-do-pobrania,c35</a>) Jagiellonian University in Kraków (<a href="http://www.uj.edu.pl/universytet/identyfikacja/zalozenia-systemu">http://www.uj.edu.pl/universytet/identyfikacja/zalozenia-systemu</a>) University of Life Sciences in Lublin (<a href="http://www.up.lublin.pl/siw">http://www.up.lublin.pl/siw</a>)</td>
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Source: Own materials.

The discussed system of markers used by Rzeszow University of Technology can be regarded as complex. This means that the university from Podkarpacie can be allocated to the first of the distinguished groups.
Conclusions

Introduction of the visual identity system makes it possible to put in order the rules and standards concerning the application of a university’s symbol and other components of the structure of markers. Norms included in the system should be obligatory and their application has to comply with the provisions of the “Book of identity”. Thanks to this, school's symbol and other visual elements are subject to standardization.

From the point of view of efficient positioning of a university, what plays a major role is the creation of a system which can expressively distinguish a university from similar entities in the country, which — taking into consideration the number of universities in Poland (there are over 450) — is not an easy task. At the same time, the most important elements of the system — symbolism of logo (logotype), colours, typography — should evoke associations with the attributes which are supposed to be commonly ascribed to the university. It is also important to secure the consistency of all elements forming visual identity (among others, graphic symbols of the whole university and particular faculties).

In the context of solutions carried out in this article, it is possible to identify the key determinants of the correct course of the process of planning and implementation of university's visual identity system. Among these determinants there are:

- allocating sufficient financial funds to professional preparation of a complex system and later its full implementation and consistent compliance with the provisions of the “Book of Symbols”;
- ordering the preparation of the system from an external entity — marketing agency with rich experience specialized in designing visual identity solutions;
- investigating the social reception of an organization's graphic symbol, as well as the colours used in the visual identity system;
- overcoming the employees' opposition associated with the introduction of a new system of markers, which may be especially hard in case of universities which over decades, or even hundreds of years of functioning have built renown and strong position on the market of educational services;
- conducting consultations with university's employees, students and student candidates at the stage of creation of a visual identity system in order to choose the best solutions (according to them) which they could identify themselves with — among others, consulting the appearance of the graphic symbol’s symbolism, colours, fonts in school's title);
• running appropriate communication policy, which involves informing university's employees (administration and scientific-didactic employees) about the assumptions and elements of the system, as well as about the benefits resulting from its utilization (such information campaign should take place not only at the moment of implementation of the system, but should also take place cyclically after than moment),

• training all employees of a university (not only its employees dealing with marketing) with regard to following the assumptions of visual identity system,

• university authorities (or its marketing department) review the conduct of employees in terms of consistent compliance with the system — which, considering the scattered structures of universities (many administrative units, dean's offices, departments, institutes etc.) is a challenging task.

Thanks to a correctly constructed system of markers, beginning with its externally most visible elements (names, logo, colours) and those less apparent for the environment (printed business forms, interior decoration), universities can take a distinct position in the awareness of the recipients of their marketing activities. In case of many universities, especially those with high prestige and long history of teaching, what may constitute a certain obstacle hampering the achievement of the intended effects is the opposition of employees against the necessity to consistently follow new, complex visual standards. However, growing competition on the market of educational services forces more and more universities to adapt to the requirements of visual identity systems and accepting the introduced changes.

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