Approaches to Bilingual Corporate Identity

Final Report

SOILLSE

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1 Executive summary

The project

This report reviews findings in research literature and analyses existing approaches to bilingual corporate identity in order to propose general guidelines for corporate identity demonstrating equal respect for English and Gaelic. In addition to desktop research, an extensive survey was carried out of practical experiences among predominantly public sector organisations in Scotland, Wales and Ireland.

Corporate identity

- There are three main determinants of corporate identity for the purposes of this study: corporate design or corporate visual identity, controlled corporate communication, and behaviour.

- The principal elements of corporate visual identity are the corporate name, slogans and graphics.

- Controlled corporate communication includes especially signage, online content, audio messages and publications.

- Bilingual corporate behaviour, employee behaviour and management behaviour may relate to the languages used in greetings and replies to correspondence in writing and telephone calls, as well as the broader corporate ethos.

- The linguistic mode of corporate identities can affect the subjective ethnolinguistic vitality of the languages used.

- The use of minority languages in corporate identity can serve to strengthen an organisation's 'sense of place' and to reinforce a distinctive image.

Good practice in bilingual approaches to corporate identity

- Some public sector organisations employ monolingual Gaelic corporate visual identities by virtue of their special function in relation to Gaelic. If a truly bilingual corporate visual identity is required, showing equal respect to English and Gaelic, best practice is to develop a bilingual logo giving equal prominence to English and Gaelic.

- Determining which language is most prominent can be subjective. The composition of text is the key intuitive clue to language salience in corporate identity.

- It is good practice to display both languages in the same size and the same typeface.

- The relative positioning of languages is important. Innovative strategies of compromise can be employed in bilingual design. For example, placing one language in a slightly more prominent position but in a less prominent colour can be effective, although the text should remain at the same size. A strict interpretation may argue that vertical differentiation of languages implies a greater degree of hierarchy than horizontal differentiation, although effective colour mechanisms can mitigate this.

- Bilingual visual identities should display the same information in both languages. Logos based on initials or an abbreviation in only one language do not demonstrate entirely equal respect for both languages.

- The use of two separate, parallel monolingual identities is questionable practice if the minority language identity is confined to language-specific contexts. The use of a separate, parallel bilingual identity may, however, be appropriate for UK-wide organisations that wish to develop nation-specific corporate identities, rather than language-specific identities.

- Useful guidelines exist for the bilingual presentation of online content, although Web 2.0 technologies can present new challenges.

- Effective Gaelic Language Plans should make clearer commitments regarding the use of Gaelic in corporate identities.

- Beyond the development of logos, other considerations organisations need to make in respect of corporate identity include signage, websites, stationery, publications, advertising, audio-messaging, e-mail signatures, straplines and disclaimers, front-of-house services, replies to correspondence and telephone calls, and recruitment and training.

Cost considerations in bilingual corporate identity

- If carried out as part of mainstream operations, introducing a bilingual element to corporate identity can be cost-neutral. The main areas in which costs may be incurred that are related specifically to bilingualism appear to be translation and publishing.

- In-house translation services can be a more cost-effective approach for larger organisations than outsourcing. Communications staff can be responsible for communications in more than one language.

- Bilingual publications can entail extra costs by virtue of their increased length, but an effective scoring system can allow for better selection of which publications should be produced bilingually, or which should be produced in separate language versions. The trend for more publications to be made available electronically rather than in physical formats also minimises costs.

- The most effective method of limiting any extra costs deriving from a bilingual approach to corporate identity is good planning to ensure that bilingualism is ingrained in an organisation's normal practices and becomes part of the broader corporate ethos. Bilingualism should be considered from the outset in any rebranding exercises. It is especially important for corporate awareness of the minority language to be strengthened when wide-ranging restructuring or organisational reforms are imminent.

- A useful approach to save costs for servicing minority languages is through the pooling of staff resources and greater co-operation between bodies.

- Public sector organisations may benefit from Gaelic Language Act Implementation Fund (GLAIF) support to assist in the development of bilingual corporate identities. Private sector organisations and charities can apply to Comunn na Gàidhlig for support.

2 Introduction

This report will address how awareness and appreciation of Scottish Gaelic can be enhanced through corporate identity in line with the principle of equal respect for Gaelic and English, without weakening an organisation's domestic or international identity aims.

Under section 3 of the Gaelic Language (Scotland) Act 2005 – passed 'with a view to securing the status of the Gaelic language as an official language of Scotland commanding equal respect to the English language' – Bòrd na Gàidhlig may require certain public authorities to prepare and implement Gaelic language plans. In the guidance document the Bòrd has produced to assist in the preparation of such plans, it sets out four core areas it wishes public bodies to address in their plans: identity, communications, publications and staffing.[1] Broadly defined, corporate identity could be understood to be linked to all four core areas, but the Bòrd makes specific reference to corporate identity as the first sub-field of the core area of identity. According to the guidance document, '[t]he presence of Gaelic in the corporate identity of a public authority can greatly enhance the visibility of the language, and makes an important statement by a public authority about how Gaelic is valued and how it will be given recognition'.[2] The Bòrd provides examples of what a corporate identity policy to use Gaelic might entail: 'the use of some Gaelic in selected stationery, badges, passes and vehicle livery', 'the use of Gaelic slogans and strap-lines', 'Gaelic incorporated into corporate logo', or 'fully-bilingual treatment of all stationery, badges, passes and vehicle livery'.[3]

As an increasing number of Gaelic language plans are developed and implemented, there is a growing need for guidance on best practice for the use of Gaelic within corporate identities, with a particular focus on the challenges of creating and fostering bilingual identity. At the same time as these developments are taking place in the public sector, there are also indications of growing enthusiasm within the private sector for the use of Gaelic in corporate identity, including retail, public transport and tourism.

This study will seek to provide guidance on these matters. Beginning with a review of findings in relevant research literature, the components of corporate identity will

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[1] Bòrd na Gàidhlig, *Guidance on the Development of Gaelic Language Plans* (Inverness: Bòrd na Gàidhlig, 2007), p. 19.

[2] Ibid., p. 22.

[3] Ibid.

be established, and the linguistic mode of corporate identity will be viewed in the light of current research into language visibility. There will then follow analysis of existing approaches to bilingual corporate identity with a focus on representative examples of corporate visual identity from Wales, Ireland and Scotland. This report will then present the results of a survey of organisations' practical experiences with the use of bilingual corporate design, communication and behaviour. In conclusion, a number of general recommendations will be made to guide the implementation of bilingual corporate identity policies showing equal respect for English and Gaelic.

3 Literature review

3.1 Components of corporate identity

In business and in marketing studies, *corporate identity* is generally seen as a holistic construct that defines an organisation or institution and distinguishes it from others. It is an element of the broader domain of *business identity*, which can encompass not only businesses in a stricter sense, but 'institutions in the public, not-for-profit and private sectors as well as supra and sub-organisational identities such as industries, alliances, trade associations, business units and subsidiaries'.[4] The field of corporate identity grew during the second half of the twentieth century out of an initial predominant emphasis on external corporate image as a constituent of reputation.[5] With the evolution of the field, corporate identity consultants also began to focus on internal communications within organisations and on fostering corporate identities that reflected and embodied the values of the organisations in question, the *corporate personality*.[6]

The International Corporate Identity Group (ICIG) was founded in 1994 by John M. T. Balmer, bringing together academics and practitioners. The ICIG's 'Strathclyde Statement', originally drafted in 1995, sought to explain corporate identity:

> Every organization has an identity. It articulates the corporate ethos, aims and values and presents a sense of individuality that can help to differentiate the organization within its competitive environment.
>
> When well managed, corporate identity can be a powerful means of integrating the many disciplines and activities essential to an organization's success. It can also provide the visual cohesion necessary to ensure that all corporate communications are coherent with each other and result in an image consistent with the organization's defining ethos and character.

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[4] John M. T. Balmer, 'Corporate Identity, Corporate Branding and Corporate Marketing: Seeing through the Fog', *European Journal of Marketing* 35 (2001), 248-291 (p. 249).

[5] John M. T. Balmer, 'Corporate Identity and the Advent of Corporate Marketing', *Journal of Marketing Management* 14 (1998), 963-996 (p. 966).

[6] Wally Olins, *The Corporate Personality: An Inquiry into the Nature of Corporate Identity* (London: Design Council, 1978).

> By effectively managing its corporate identity an
> organization can build understanding and commitment
> among its diverse stakeholders. This can be manifested in an
> ability to attract and retain customers and employees,
> achieve strategic alliances, gain the support of financial
> markets and generate a sense of direction and purpose.
> Corporate identity is a strategic issue.
>
> Corporate identity differs from traditional brand marketing
> since it is concerned with all of an organization's
> stakeholders and the multi-faceted way in which an
> organization communicates.[7]

The 'Strathclyde Statement' distinguished between corporate identity and brand marketing. Corporate identity is occasionally confused with *corporate branding*, but there are significant differences between the two notions:

> The first and most fundamental difference is that the
> [corporate] identity concept is applicable to all entities. Yet,
> not every entity has, plans to have, wants or even needs a
> corporate brand. As such, a corporate identity is a necessary
> concept whereas a corporate brand is contingent.[8]

As an example of the contingent nature of branding compared to corporate identity, some public sector bodies may actively cultivate a brand through their corporate identity, but many may not. In the private sector, a widely-known global brand might not be needed in many industries, but it can be a valuable commodity. The mining corporation BHP Billiton is, for instance, not one of the world's best known brands, but it is one of the world's most valuable companies, with fixed assets worth USD 129.27 billion in 2012.[9] Meanwhile, the Coca-Cola brand alone was recently valued in one report at USD 77.84 billion,[10] even though the

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[7] Cited in Cees B. M. van Riel and John M. T. Balmer, 'Corporate Identity: The Concept, Its Measurement and Management', *European Journal of Marketing* 31 (1997), 340-355 (p. 355).
[8] John M. T. Balmer and Edmund R. Gray, 'Corporate Brands: What Are They? What of Them?', *European Journal of Marketing* 37 (2003), 972-997 (pp. 979-980).
[9] BHP Billiton, *Annual Report 2012* (Melbourne-London: BHP Billiton, 2012), p. 6.
[10] Interbrand, 'Best Global Brands 2012', available online at: <http://www.interbrand.com/en/best-global-brands/2012/Best-Global-Brands-2012.aspx> [accessed 28 January 2013].

company's assets were worth USD 79.97 billion,[11] considerably less than those of BHP Billiton. The global strength of the Coca-Cola brand is also sustained in spite of international differences in product offers, packaging, marketing activities and brand names: what appears to be most valuable is the brand's level of recognition.[12]

Building on an earlier model of the corporate identity management process,[13] Nicholas Ind and Maria Chiara Riondino developed an updated model of how 'brand management' functions in the age of the Internet.[14] This is useful in understanding the position of corporate identity as the basis of brand management, and the relationship of corporate identity to such concepts as corporate image and brand reputation (see Figure 3.1). It emerges from this model that a strong, distinctive corporate identity can produce a 'brand idea' interfacing with the organisation's marketing strategy, employees and products or services. The 'spontaneous stakeholder feedback' and 'unplanned communications' featured in the model have been strengthened considerably over the past two decades by new technologies that have greatly facilitated such communications between organisations and their stakeholders and had a major impact on the nature of 'accumulated experiences of the brand'. The use of online social media, for example, can present considerable challenges for organisations in maintaining a coherent corporate identity and protecting their image, position and reputation. The degree of interaction between businesses and their customers or organisations and their users – as well as contact between customers or users – is now such that it is increasingly common to see 'co-creation experiences' employed as a marketing strategy, in which the provider and consumer collaborate to create a product of apparent mutual benefit.[15]

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[11] Coca-Cola Company, 'Form 10-K: Annual Report Pursuant to Section 13 or 15(d) of the Securities Exchange Act of 1934 for the Fiscal Year Ended December 31, 2011', available online at: <http://www.sec.gov/Archives/edgar/data/21344/000002134412000007/a2011123110-k.htm> [accessed 28 January 2013].

[12] John Baker and Kieran Ryan, 'Global Branding – Marketing Theory versus Reality', in *Researching Brands*, ed. by Linda Caller (Amsterdam: ESOMAR, 1996), pp. 61-76 (pp. 62-63).

[13] Helen Stuart, 'Towards a Definitive Model of the Corporate Identity Management Process', *Corporate Communications: An International Journal* 4 (1999), 200-207 (p. 206).

[14] Nicholas Ind and Maria Chiara Riondino. 'Branding on the Web: A Real Revolution?', *Journal of Brand Management* 9 (2001), 8-19 (p. 17).

[15] C. K. Prahalad and Venkat Ramaswamy, 'Co-Creation Experiences: The Next Practice in Value Creation', *Journal of Interactive Marketing* 18.3 (2004), 5-14.

Unplanned communications

IDENTITY

Corporate personality

Corporate culture

Corporate philosophy

Core values

Corporate mission

Spontaneous stakeholder feedback

Marketing communications strategy

Feedback

Brand idea

Employees' view of identity

Feedback

Products and services

IMAGE

Customers

Suppliers

Shareholders

Local communities

e-communities

Governments

Media

Influential groups

IDENTITY/IMAGE INTERFACE

COMPETITORS' ACTIVITY

POSITIONING

ACCUMULATED EXPERIENCES OF THE BRAND

BRAND REPUTATION

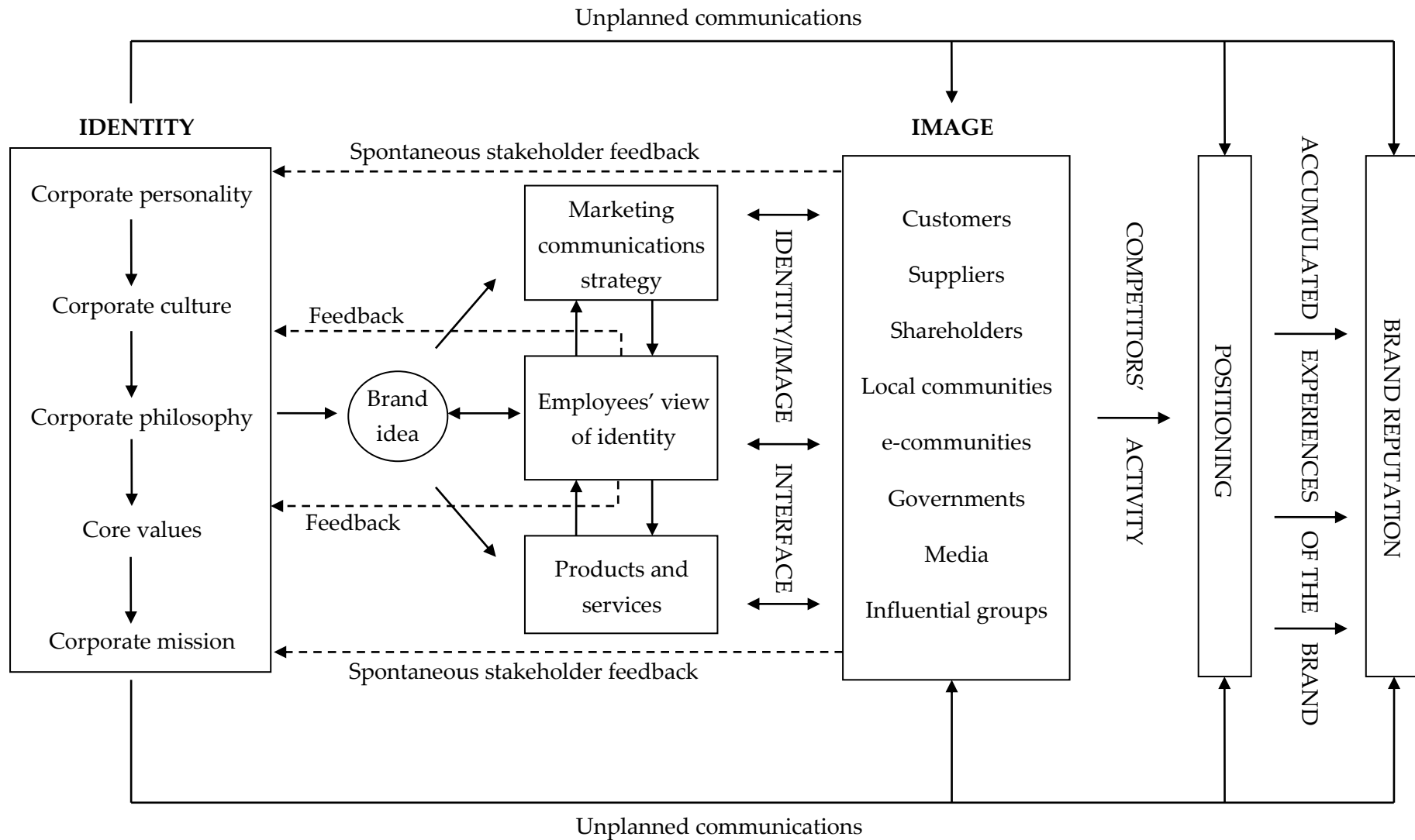Spontaneous stakeholder feedback

Unplanned communications

Figure 3.1 A graphic representation of the brand construct (after Ind and Riondino 2001, p. 17; Ind 2007, p. 80). Redacted version

Further examining the corporate identity construct specifically, T. C. Melewar developed a taxonomy that lists sub-constructs of corporate identity, grouped into seven determinants (see Figure 3.2).[16] The most relevant of these determinants for language policy, and therefore for the present study on the use of more than one language in corporate identity, are corporate design, corporate communication and behaviour.

3.1.1 Corporate Design

Corporate design is the visual aspect of corporate identity and, according to Melewar's model, is composed of a corporate visual identity system and the applications of that system. Corporate visual identity can be described as 'an assembly of visual clues' that enable an audience to identify an organisation.[17] The chief components of a corporate visual identity are name, slogan and graphics, with the graphics element composed of a logotype and/or symbol, typography and colour.[18] Among the applications of a visual identity system, Melewar suggests product design, environmental design, building architecture, the interior design of office buildings, decoration, landscape, stationery, publications, vehicles, signs, clothing, forms, advertising, packaging and promotions or give-aways.[19] To this list it is worth adding digital applications of visual identity, for instance in online content on websites, in social media, or in slideshow presentation templates.

A growing number of organisations in Scotland already employ an element of bilingual corporate design, examples of which will be discussed in the following chapters, alongside others from Wales and Ireland. Based on that analysis, and in light of the implications of current research in the area of 'linguistic landscape' (see 3.3 below), this study will aim to provide recommendations for best practice in bilingual visual corporate identities in terms of such factors as fonts, colours and positioning.

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[16] T. C. Melewar, 'Determinants of the Corporate Identity Construct: A Review of the Literature', *Journal of Marketing Communications* 9 (2003), 195-220 (p. 198).

[17] Ibid., p. 201.

[18] T. C. Melewar and John Saunders, 'International Corporate Visual Identity: Standardization or Localization?', *Journal of International Business Studies* 30 (1999), 583-598 (p. 583).

[19] Melewar, p. 215.

Controlled corporate communication		
Uncontrolled communication	}	CORPORATE COMMUNICATION
Indirect communication		

Corporate visual identity system		
Applications of a corporate visual identity system	}	CORPORATE DESIGN

Corporate philosophy		
Corporate values		
Corporate mission		
Corporate principles		
Corporate guidelines	}	CORPORATE CULTURE
Corporate history		
Founder of the company		
Country of origin		
Subculture		

Corporate behaviour		
Employee behaviour	}	BEHAVIOUR
Management behaviour		

Brand structure	}	CORPORATE STRUCTURE
Organisational structure		

INDUSTRY IDENTITY

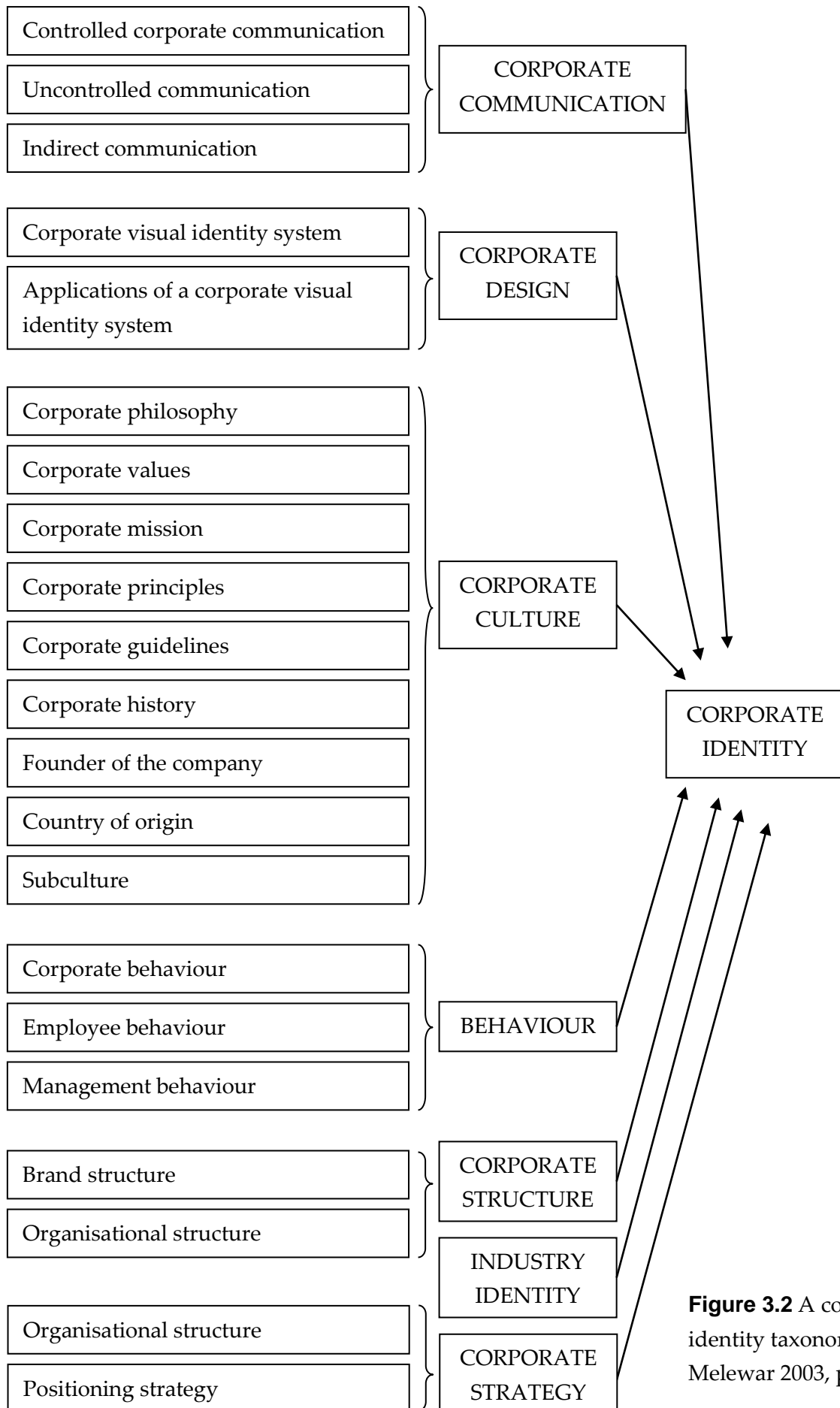|		
Organisational structure	}	CORPORATE STRATEGY
Positioning strategy		

CORPORATE IDENTITY

Figure 3.2 A corporate identity taxonomy (after Melewar 2003, p. 198).

3.1.2 Corporate Communication

The second principal determinant of corporate identity to be considered here is corporate communication, which in Melewar's taxonomy includes controlled corporate communication, uncontrolled communication and indirect communication.

Controlled corporate communication can be sub-divided into management communication, marketing communication and organisational communication.[20] This trichotomy was proposed by van Riel and encompasses all consciously harmonised communication within an organisation.[21] Management communication and marketing communication, as the terms suggest, include communication initiated directly by senior management, and promotional communications. Organisational communication, meanwhile, is aimed at groups or individuals with which the organisation has an interdependent relationship.[22]

Uncontrolled communication refers to communication between individual employees of an organisation and external stakeholders, such as the manner in which telephone calls are made or the content and physical characteristics of letters sent. It can also cover contact between customers in online communities created or maintained by the organisation.[23]

Indirect communication, meanwhile, implies communication about the organisation initiated by others outside the organisation, such as media reports, the organisation as portrayed by competitors or other 'unintentional or emergent messages'.[24]

A different view of corporate communication is 'Total Corporate Communications', a holistic approach which includes the communicative effects of everything said, produced or done by an organisation.[25] While it is true that every action of an organisation potentially has a communicative effect, for the purposes of the present study, it is helpful to view corporate design and corporate behaviour as separate sub-constructs, as in Melewar's model.[26]

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[20] Ibid., p. 200.

[21] Cees B. M. van Riel, *Principles of Corporate Communication* (London: Prentice Hall, 1995).

[22] Ibid., p. 12.

[23] Melewar, p. 201.

[24] Ibid.

[25] Balmer, 'Corporate Identity and the Advent of Corporate Marketing', p. 987.

[26] Melewar, p. 199.

In surveying current practice and experiences with bilingual controlled corporate communication, this study will seek to recommend best bilingual practice in such fields as signage, audio messages, websites and publications, although many of these areas overlap considerably with corporate design. Meanwhile, aspects of uncontrolled communication will feature as part of corporate behaviour.

3.1.3 Behaviour

The third main determinant of corporate identity for the purposes of this study is behaviour, which Melewar's model splits into corporate behaviour, employee behaviour and management behaviour. Implying 'a particular way of acting', behaviour affects an organisation's identity based on how closely its corporate, employee and management behaviour are in step with each other.[27]

Corporate behaviour is 'the sum total of the corporate actions, which results from the corporate attitudes that are planned in line with the company culture or that occur spontaneously'.[28] In terms of the use of Gaelic in an organisation, corporate behaviour will therefore depend on the overall language policy but also on how this policy is put into practice. Employee and management behaviour and attitudes are, consequently, of great importance in achieving an organisational language policy that goes further than tokenism.

In the present study, aspects of corporate, employee and management identity that are especially relevant are the use of more than one language in an organisation's greetings and replies, and in its ethos more broadly.

3.2 Multilingual and multicultural corporate design and communication

In a previous study of the issue of logos in Gaelic language plans, Wilson McLeod explored the diversity of linguistic strategies adopted by public bodies in Scotland towards their corporate design and put forward the following typology of approaches:

> 1. A monolingual Gaelic logo
> 2a. A bilingual logo that gives equal prominence to English and Gaelic

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[27] Ibid., p. 205.
[28] Ibid.

2b. A bilingual logo that gives greater prominence to English than to Gaelic

3. Parallel English and Gaelic logos

4. A monolingual English logo[29]

This typology could be expanded to include other conceivable approaches:

1. A monolingual Gaelic logo

2. A largely Gaelic logo with a minor element of English

3a. A bilingual logo that gives greater prominence to Gaelic than to English

3b. A bilingual logo that gives equal prominence to English and Gaelic

3c. A bilingual logo that gives greater prominence to English than to Gaelic

4a. Parallel monolingual Gaelic and bilingual logos

4b. Parallel monolingual English and monolingual Gaelic logos

4c. Parallel monolingual English and bilingual logos

5. A largely English logo with a minor element of Gaelic

6. A monolingual English logo

7. A logo with no explicit linguistic mode

Some organisations with specific remits for Gaelic may have a logo belonging to type 1 in this expanded typology (a monolingual Gaelic logo), such as Comhairle nan Eilean Siar, Bòrd na Gàidhlig and Sabhal Mòr Ostaig. For most organisations, however, a corporate visual identity belonging to type 3b (a bilingual logo that gives equal prominence to English and Gaelic) is the most likely to reflect equal respect for English and Gaelic. Examples from this expanded typology will be analysed in chapters 4 and 5 below.

Although type 7 (a logo with no explicit linguistic mode) would be rare in the public sector, there are many examples in the private sector, such as the famous yellow and red 'pecten' of Royal Dutch Shell, the apple logo of Apple Inc. or Nike's 'swoosh'. Even these types of logo, or the pictorial elements of logos that do incorporate linguistic modes, can be analysed from an intercultural perspective. One study of global corporate websites considered the visual components of the corporate visual identities of British Airways (the flying ribbon), McDonald's (the 'golden arches') and United Airlines (the 'overlapping U') to be less culturally

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[29] Wilson McLeod, 'Gaelic Language Plans and the Issue of Bilingual Logos', in *Strategies for Minority Languages: Northern Ireland, the Republic of Ireland, and Scotland*, ed. by John M. Kirk and Dónall P. Ó Baoill (Belfast: Cló Ollscoil na Banríona, 2011), pp. 203-211 (p. 205).

specific than the graphic elements of the logos of Air China (a phoenix), Dragonair (a dragon) or China Airlines (plum blossom).[30] Arguably, the McDonald's 'golden arches' and the United Airlines 'overlapping U' are actually culture-bound though due to their graphic representation of initials from a specific script and a specific language.

Affording equal prominence to languages in bilingual visual corporate identities is not always straightforward, and categorisation between types 3a, 3b and 3c in the expanded typology above can be subjective. When text is displayed in more than one language, it is almost always unavoidable that one language is more prominent, and this 'code preference' is a central problem in multilingual design.[31]

> When a text is in multiple codes (two or three or more languages such as English and Chinese) or multiple orthographies there is a system of preference. The mere fact that these items cannot be located simultaneously in the same place produces a choice system. […] The preferred code is on top, on the left [when using the Latin alphabet], or in the center and the marginalized code is on the bottom, on the right, or in the margins.[32]

In broader visual terms, salience within a composition can be assessed intuitively:

> […] salience is judged on the basis of visual clues. The viewers of spatial compositions are intuitively able to judge the 'weight' of the various elements of a composition, and the greater the weight of an element, the greater its salience. This salience, again, is not objectively measureable, but results from complex interaction, a complex trading-off relationship between a number of factors: size, sharpness of focus, tonal contrast […], colour contrasts […], placement in the visual field (elements not only become 'heavier' as they are moved towards the top, but also appear 'heavier' the further they are moved to the left, due to an asymmetry in the visual field), perspective […], and also quite specific

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[30] Miranda Y. P. Lee, Daniel W. C. So and Lornita Y. F. Wong, 'An Inter-Linguistic and Inter-Cultural Analysis of Global Corporate Websites', *Corporate Communications: An International Journal* 11 (2006), 275-287 (pp. 277-278).
[31] Ron Scollon and Suzie Wong Scollon, *Discourses in Place: Language in the Material World* (London: Routledge, 2003), p. 120.
[32] Ibid.

cultural factors, such as the appearance of a human figure or
a potent cultural symbol.[33]

The composition of text, including its position, size, spacing, colour and typeface, is therefore the key intuitive clue to language salience in corporate identity.

Relative positioning languages on a vertical axis quite evidently imposes a hierarchy. Positions on the horizontal axis are perhaps less marked, but the fact that text is read from left to right in both English and Gaelic would suggest that the left-hand language is still slightly more prominent. A semiotic interpretation of the significance of horizontal layout takes this idea further:

> […] when pictures or layouts make significant use of the horizontal axis, positioning some of their elements left, and other, different ones right of the centre […] the elements placed on the left are presented as Given, the elements placed on the right as New. For something to be Given means that it is presented as something the viewer already knows, as a familiar and agreed-upon point of departure for the message. For something to be New means that it is presented as something which is not yet known, or perhaps not yet agreed upon by the viewer, hence as something to which the viewer must pay special attention. Broadly speaking, the meaning of the New is therefore 'problematic', 'contestable', 'the information "at issue"'; while the Given is presented as commonsensical, self-evident.[34]

The notion that the 'New' element placed on the right may be worthy of special attention could be useful for a minority language in need of greater recognition, but the fact that the 'New' element is also potentially seen as 'problematic' may not always assist in mainstreaming that language.

One innovative strategy of compromise in multilingual design can be found in the most common design of bilingual Gaelic-English road signs in mainland Scotland. These signs show Gaelic place-names and English-language place-names in the same size 'Transport' typeface. The Gaelic names are positioned above their English counterparts, but in a less prominent colour, resulting in an effective

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[33] Gunther Kress and Theo van Leeuwen, *Reading Images: The Grammar of Visual Design* (London: Routledge, 1996), p. 212.
[34] Kress and van Leeuwen, p. 187.

differentiation mechanism that is also 'a remarkable step towards equal respect for the two languages'.[35]

In the field of corporate communication, Daniel Cunliffe has produced useful guidelines on usability of bilingual websites, based on a study of the online presence of unitary local authorities in Wales.[36] The following list details Cunliffe's bilingual usability heuristics, in the four categories he stipulated:

URLs
- Separate URLs should be provided in each language where a single bilingual term does not exist.
- The language of the URL should match the language of the destination page. Where the destination page is bilingual, both language URLs should point to the same page.
- File and directory names should match the language of the contents to which they refer.

Translation
- Page content should be consistently in one language, except where a page is intentionally bilingual.
- Bilingual Page structure is best reserved for homepages and high-level menus.
- Where the Bilingual Page structure is used, the split should be applied either horizontally or vertically.
- Where the Bilingual Page structure is used, content in the two languages should be presented in identical order.
- Full content equivalence between languages should be supported.
- Where full content equivalence is not provided, a summary should be provided and a link should also be provided to the other language version.

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[35] Guy Puzey, 'Inbhir Nis No More? Linguistic Landscapes and Language Attitudes in Scotland and Nova Scotia', in *From Vestiges to the Very Day: New Voices in Celtic Studies*, ed. by Moray Watson and Lindsay Milligan (Aberdeen: AHRC Centre for Irish and Scottish Studies), pp. 77-89 (p. 80).

[36] Daniel Cunliffe, 'Guidelines for Bilingual Usability: Unitary Authority Web Sites in Wales', School of Computing Technical Report CS-02-4, University of Glamorgan, 2002, available online at: <https://www.comp.glam.ac.uk/pages/staff/djcunlif/bilingual/techreport.doc> [accessed 28 January 2013].

- Where full content equivalence is not provided and a summary is also not provided, a link should also be provided to the other language version.
- Where both languages are used within the single context, e.g. page content, title, the order of the languages should be consistent.
- The first language (in order of reading) should be the majority language for site users.
- Key information should be provided in both languages. This may include legal notices, contact details, invitations to provide feedback, error messages and so on.
- Where responses to feedback and contacts are not provided in both languages, this should be clearly stated at the point where such feedback or contact is invited.
- A statement should be made in both languages regarding the extent of the material available in each language – a declaration of bilingual provision.
- Where colour, font or some other typographical device is used to distinguish between language versions on a bilingual page, it should be used consistently.
- Include a bilingual glossary/dictionary of terms with translations – especially where the terms are non-standard or infrequently used, e.g. technical terms.
- Metadata should be in the same language as the page content, or bilingual if the page is bilingual. Where bilingual metadata are used, the language order should be respected.
- Page titles should be in the same language as the page, or bilingual if the page is bilingual. Where bilingual titles are used, the language order should be respected.

Cross-language links
- Links should indicate when the language of the destination page does not match the language of the source anchor.
- Language links should be consistently placed.
- Language links should be identified consistently throughout the site.
- Language links should be placed on an area of the screen that is visible when the page loads.
- Language links should be constantly available when page content is scrolled or the browser is resized.

- Language links should be in the language of the destination page not the source page, except where no translation is available.
- Language links should be text-based and not flag-based.
- Language links should be visually salient.
- As a minimum, Homepage Language Links should be provided. Direct Language Links should also be provided where possible.
- Content in one language should not be accessible *only* through menus in another.

Graphics
- Where text is used on graphics it should match the language of the page content, unless it is inappropriate to translate the information, e.g. a brand name.
- ALT tag contents for graphics should be in the language of the page.
- Where an image contains text of consequence, and an equivalent image cannot be created with the text translated (e.g. an historical photograph), a translation of the image text should be provided either alongside the image or via a clearly labelled link alongside the image.
- The use of flags as graphical elements should be avoided where possible as they may be mistaken for language links.
- Icons that are based on language puns should be avoided.
- Icons should be used consistently between the different language versions.
- Where flags are used as language links the ALT text should be in the target language.

These guidelines still represent good practice for bilingual website usability. There are new challenges presented by Web 2.0 technologies and by online social media, which may occasionally place more linguistic constraints on web designers. The nature of Web 2.0 implies using more dynamic content and hence the frequency of updates may be much greater, while the expectation of an enhanced online user experience may also demand richer content. Furthermore, the use of online social media usually entails some degree of user interaction. This means that, as well as requiring frequent updates, a fully multilingual online presence would need to make provisions for public interactions with users in more than one language, normally while attempting to maintain a coherent corporate tone.

Redacted version for publication

Another study of multilingual corporate communication presents interesting questions for Gaelic. In an investigation into corporate language management practices in multinational companies in the Czech Republic and Hungary, Jiří Nekvapil and Tamah Sherman discuss the potential fear foreigners may have of using names with diacritics, which leads one company they observed to present the names of their Czech managers without diacritics on their corporate website. As a 'pre-interaction strategy', this seeks to avoid problems that might come arise in interactions between those who speak Czech and those who do not, and it may also be indicative of power relationships within the multinational company in question.[37] Seen from the perspective of an organisation wishing to make an active offer of services in a language such as Gaelic, the use and proper presentation of Gaelic personal names of employees, where applicable, on websites or name badges may help to raise awareness of the availability of services in Gaelic.

3.3 Linguistic landscapes

The linguistic content of corporate identities can be seen as an element of the 'linguistic landscape'. Linguistic landscape research focuses on the analysis of language visibility, the role of language in constructing public spaces and how the display of languages mediates social or political relations. In their seminal study on the subject, Landry and Bourhis describe two main functions of the linguistic landscape.[38] Firstly, the linguistic landscape has an informational function in as much that the presence or absence of certain languages in the landscape can mark linguistic boundaries and guide the expectations of readers of those signs as to which languages are in accepted use in the context in question. Likewise, the use of a particular language in corporate identity may reveal the linguistic preferences of an organisation. The second function of the linguistic landscape is symbolic, as the relative visibility of a language contributes to that language's 'subjective ethnolinguistic vitality'.[39] This will usually enhance the language's status. Due to this symbolic function, the linguistic landscape not only acts as a reflection of lingual hierarchies, linguistic ideologies and sociolinguistic situations, but can also

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[37] Jiří Nekvapil and Tamah Sherman, 'Pre-Interaction Management in Multinational Companies in Central Europe', *Current Issues in Language Planning* 10 (2009), 181-198 (p. 193).

[38] Rodrigue Landry and Richard Y. Bourhis, 'Linguistic Landscape and Ethnolinguistic Vitality: An Empirical Study', *Journal of Language and Social Psychology* 16 (1997), 23-49.

[39] Ibid., p. 27.

have an active effect on individuals' language attitudes, potentially influencing their linguistic behaviour.[40]

3.4 Multimodality and corporate names

In her study of business names in Turku, Finland, Paula Sjöblom points to the multimodality of commercial names.[41] Corporate names can draw upon a variety of semiotic resources, including visual, aural, kinaesthetic and linguistic modes. Multimodality has always characterised the semiotic landscape but has become increasingly noticeable in the multimedia age.[42] Crucially, businesses are also increasingly conscious of how to make use of these multimodal resources.[43] While the naming of public sector organisations is not usually as fluid as in the private sector, public bodies are also increasingly aware of their branding, and are actively using multimodal resources.

The linguistic mode of naming can encompass lexical meaning, syntactic structure and the choice of language, although not all names will have lexical meaning.[44] The classification of proper names by language is often problematic, however, as names may not 'belong' to any single language, their linguistic origin may be obscure, and such classification can be subjective.[45] When a language choice can be discerned, the choice may 'convey meanings that are not present in the actual words that the name includes'.[46] French or Italian elements in a name may, for example, suggest fashion or stylishness to some, while the use of English outside the English-speaking world may also be connected to cultural specifics or to notions of globalisation.

The use of bilingual names for public sector bodies in Scotland is largely part of an effort to demonstrate equal respect for English and Gaelic, but the use of a bilingual

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[40] Jasone Cenoz and Durk Gorter, 'Linguistic Landscape and Minority Languages', *International Journal of Multilingualism* 3.1 (2006), 67-80 (pp. 67-68).

[41] Paula Sjöblom, 'Multimodality of Company Names', *Onoma* 43 (2008), 351-380.

[42] Kress and van Leeuwen, p. 39.

[43] Sjöblom, p. 351

[44] Ibid.

[45] Loulou Edelman, 'What's in a Name? Classification of Proper Names by Language', in *Linguistic Landscape: Expanding the Scenery*, ed. by Elana Shohamy and Durk Gorter (Abingdon: Routledge, 2009), pp. 141-154.

[46] Sjöblom, p. 362.

corporate identity may also project an image of local or national cultural commitment and socio-cultural responsibility. Since Scotland is the historic base of Gaelic and home to the largest population of Gaelic speakers, the language can also be a valuable resource in place branding or nation branding, contributing to strengthen the sense of place. This was acknowledged in a recommendation made in 2005 to Scottish Ministers in the 'First Impressions of Scotland' report, which stated the general principle that '[b]ilingual English and Gaelic signs should be used [at international gateways to Scotland] where appropriate to emphasise the sense of place'.[47]

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[47] Scottish Executive, 'Review of First Impressions of Scotland: Report to Ministers', 13 May 2005, available online: <http://www.scotland.gov.uk/Publications/2005/05/FirstImpressions> [accessed 28 January 2013].

4 Existing approaches to bilingual corporate identity in Britain and Ireland

4.1 Public sector organisations

In analysing existing approaches to bilingual corporate identity in Britain and Ireland, this section will focus mainly on analysing corporate visual identity in particular. The survey responses in chapter 5 will provide more details of organisations' practical experiences with bilingual corporate identity, including corporate communication and behaviour.

4.1.1 Scotland

Most corporate identities including Gaelic used by Scottish public bodies are linked to Gaelic language plans prepared under the Gaelic Language (Scotland) Act 2005. Among the public sector organisations in Scotland with monolingual Gaelic corporate visual identities are Bòrd na Gàidhlig, Sabhal Mòr Ostaig, Soillse and Comhairle nan Eilean Siar. The first three organisations' primary roles are very closely connected to Gaelic itself. The former English name of Comhairle nan Eilean Siar was delegitimised under the terms of the Local Government (Gaelic Names) (Scotland) Act 1997, when the Comhairle decided to opt for a monolingual name.

Figures 4.1-4.2 The monolingual Gaelic logo of Comhairle nan Eilean Siar, as it appears on the Comhairle's website, and the monolingual Gaelic logo of Sabhal Mòr Ostaig, as it appears on SMO's Gaelic Language Plan. According to SMO's plan, although the logo is monolingual, letterheads are bilingual with 'priority given to Gaelic'.[48]

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[48] Sabhal Mòr Ostaig, 'Gaelic Plan 2012-2017', February 2012, available online at: <http://www.smo.uhi.ac.uk/PDFs/Colaiste/Plana%20Gaidhlig/Plana-Gaidhlig-Beurla-lion.pdf> [accessed 28 February 2013], p. 16.

An example of good practice in bilingual corporate visual identity, achieving a very high degree of language parity between English and Gaelic, was Historic Scotland's first bilingual logo (see figure 4.3), which featured the organisation's English and Gaelic names on each side of the pictogram. This logo was used on Historic Scotland's corporate website from January 2010.[49] This was an exceptionally proactive move as this logo was released, and bilingual signs installed at Historic Scotland's headquarters, before the organisation's draft Gaelic Language Plan had gone out for consultation.[50] Although it could be argued that the positioning of the two languages on the horizontal axis gave more prominence to English, the use of the same size text and the same typeface mitigated the effect. Historic Scotland later released a replacement bilingual logo (see figure 4.4), which was used on the homepage from March 2012.[51] This latest logo may give slightly more prominence to English due to the positioning of English directly above Gaelic, which in this composition appears to establish more of a hierarchy compared to the former bilingual logo. The horizontal line separating the English and Gaelic names was possibly added for aesthetic reasons, but it seems to underline the prominence of English.

Figures 4.3-4.4 Historic Scotland's first two standalone bilingual logos (2010-2012 and 2012-).

Scottish Natural Heritage (SNH) has developed a sophisticated suite of branding material. The core element of its corporate visual identity is the pictogram, which is usually reproduced in green. According to SNH's brand guidelines, the organisation is aiming in the long term for the pictogram to be developed as an 'endorsing device, separate from the name of our organisation, presented

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[49] See here for an archived capture of the Historic Scotland homepage from 26 January 2010: <http://web.archive.org/web/20100126190958/http://www.historic-scotland.gov.uk/> [accessed 28 February 2013].

[50] McLeod, p. 207.

[51] See here for an archived capture of the Historic Scotland homepage from 29 March 2012: <http://web.archive.org/web/20120329180428/http://www.historic-scotland.gov.uk/> [accessed 28 February 2013].

confidently as the primary signifier of the SNH brand'.[52] When SNH is unable to use the pictogram alone, it makes use of a bilingual 'logo unit'. Instances when the logo unit may be used include 'external television and press advertising campaigns, partnering and sponsorship, publications, as well as certain digital, exhibition, signage and vehicle livery situations'.[53] The logo unit features the pictogram above the English and Gaelic names of the organisation, each of which are in the same text colour, size and typeface. Below the English and Gaelic names are English and Gaelic versions of the corporate strapline. The guidelines state that the 'corporate stance is that the dual language logo should be used in all instances. If you see a reason to depart from this guidance, you should raise this with the design team in advance of publication to ensure all available options are explored'.[54]

Figure 4.5 The SNH standard bilingual 'logo unit'.

Figures 4.6-4.7 SNH does also have monolingual English and monolingual Gaelic versions of the logo unit, but use of these is carefully restricted: 'There will be some very rare instances (business cards being one) where there is a need for an English and a Gaelic only version of the logo unit. These versions are only available on request from the design team as their use should only occur in exceptional circumstances.'[55] These logo units appear at the top of the SNH corporate website, where the text in the logo alternates between English and Gaelic every three seconds.

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[52] Scottish Natural Heritage, 'Brand Guidelines', October 2011, available online at: <http://www.snh.gov.uk/docs/A593807.pdf> [accessed 28 February 2013], p. 4.
[53] Ibid., p. 6.
[54] Ibid.
[55] Ibid.

The use of diverse colours is an effective means of differentiating between languages and can also act as a mechanism to reach compromise solutions in the equal display of languages (see 3.2 above). Employing colours of varying prominence is one way in which code preference in terms of positioning 'can be played off against salience'.[56] Two organisations that have adopted quite effective solutions making use of colour are the University of the Highlands and Islands (UHI) and The Highland Council. UHI's bilingual corporate visual identity features a purple pictogram of a mountain and waves and the institution's English name above Gaelic. Although the English text is on the top, it is in a slightly muted grey tone, while the Gaelic is in the same shade of purple as the pictogram, which very effectively draws the eye to the lower half of the logo. The Highland Council logo features a purple map symbol to the left of the English and Gaelic names of the Council, all above a purple baseline. The English text is in the same purple as the map symbol and stands above the green Gaelic text. Which colour is more prominent is debateable. English might have the edge due to appearing in the same colour as the pictogram, but the positioning of the baseline helps to frame the Gaelic text. The current version of the logo dates from 10 November 2008, when it was amended to meet requirements for equal respect of English and Gaelic (see figures 4.9-4.10).[57]

Figure 4.8 The University of the Highlands and Islands' bilingual logo, featuring colour differentiation.

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[56] Scollon and Scollon, p. 125.

[57] The Highland Council, 'Logo Guidelines', available online at: <http://www.highland.gov.uk/yourcouncil/news/publicrelations/logo-guidelines/> [accessed 28 February 2013].

Figures 4.9-4.10 The current and previous logos of The Highland Council. The Gaelic text in the previous logo was a 50% tone of the purple English text and was smaller. The old logo also featured the English slogan 'Serving The Highland Community', which has now been dropped. The use of green text in the new logo is interesting, as this is a colour frequently used for Gaelic place-names on bilingual road signs.

In contrast to a number of national bodies, almost all local authorities in Scotland that have developed statutory Gaelic Language Plans have shown a reluctance to develop a bilingual logo and implement a bilingual corporate identity. The principal exceptions are Comhairle nan Eilean Siar and The Highland Council, as detailed above. The other authorities have adopted various steps that fall well short of a bilingual corporate visual identity.

East Dunbartonshire Council is unusual in that its coat of arms already includes a motto in Gaelic only, '*Air adhart comhla*' ('[Moving] forward together'). On the other hand, its main corporate visual identity, as used on its website and on the title page of its draft Gaelic Language Plan, is a very different modern design and incorporates no Gaelic. The section in the draft plan is especially vague, stating only '[w]e will develop a policy for the use of Gaelic in the corporate identity'.[58] A strengthening and tightening of this section might be expected during the plan finalisation process, however.

The City of Edinburgh Council's plan states that '[a]t the time of the next Council re-branding exercise, the Council commits to including a Gaelic translation into the main Council corporate logo'.[59] The phrasing here is such that it might allow room for something less than a fully bilingual logo that gives equal respect to Gaelic and

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[58] East Dunbartonshire Council, 'East Dunbartonshire Council Draft Gaelic Language Plan 2013-2016', February 2013, available online at: <http://www.eastdunbarton.gov.uk/pdf/CROD%20Corp%20Plan%20Perf/CROD-CPP%20Draft%20Gaelic%20Language%20Plan%202013-16.pdf> [accessed 28 February 2013], p. 12.

[59] City of Edinburgh Council, 'Edinburgh Gaelic Language Plan 2012-2017', 18 September 2012, available online at: <http://www.edinburgh.gov.uk/download/downloads/id/9391/gaelic_language_plan_english> [accessed 28 February 2013], p. 20.

English, and there is no indication of the timescale for any such re-branding exercise, even though the timing of such an exercise is within the Council's sole control. On a defined and much shorter time scale, the Council also undertakes to '[p]roduce a version of the Council's logo which has the strap line translated into Gaelic for use on Gaelic related materials in accordance with corporate guidance which will be developed, demonstrating equal respect for the languages'.[60] It might be anticipated, however, that 'Gaelic related materials' will encompass only a very small proportion of the Council's output and activity.

In its draft plan, East Ayrshire Council notes that it 'does not have an agreed policy for the use of Gaelic in its corporate identity', but proposes only to 'introduce Gaelic in stationery when it is being reprinted'.[61] It is not at all clear what is contemplated in relation to the corporate visual identity and presentation of the organisation's name. On the other hand, the Council does make the innovative proposal to 'introduce a Gaelic song or air as "call waiting" music',[62] which would arguably help create something of a Gaelic ethos.

Falkirk Council also 'does not have an agreed policy for the use of Gaelic in its corporate identity', and its draft plan aims to 'develop general corporate guidelines for the use of Gaelic language in conjunction with the corporate identity where required'.[63] The phrasing 'in conjunction with' may suggest that the logo itself is distinct and will not incorporate a Gaelic element; interestingly, the main element in the logo is a shield, accompanied by a motto in Scots ('*Ane for a'*'). On the other hand, the cover of the Council's draft plan does give the name of the Council in Gaelic as well as English, albeit in italics and in a much smaller font. The phrase 'where required' suggests that Gaelic would not be used systematically and in all contexts, but only in conjunction with activities specifically relating to Gaelic.

North Lanarkshire Council's plan makes a demonstrably stronger commitment in relation to corporate identity, but again qualifies it with a suggestion that its use will be limited to the narrow range of specifically 'Gaelic' contexts. The plan states that the Council 'will render the corporate logo bilingual demonstrating equal respect for the

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[60] Ibid.

[61] East Ayrshire Council, '[Draft] Gaelic Language Plan 2013-17', January 2013, available online at: <http://www.east-ayrshire.gov.uk/Resources/PDF/G/ DraftGaelicLanguagePlan2013-2017.pdf> [accessed 28 February 2013], p. 12.

[62] Ibid.

[63] Falkirk Council, 'Draft Gaelic Language Plan', [2011], available online at: <http://www.falkirk.gov.uk/services/education/consultation_info/ gaelic_language_plan_11.pdf> [accessed 28 February 2013], p. 5.

languages and used accordingly', but the phrase 'used accordingly' is then glossed to mean 'in relation to Gaelic business'.[64]

Glasgow City Council's plan states that the Council 'will develop corporate guidelines for the use of the Gaelic language in conjunction with the corporate logo',[65] a statement that appears to preclude any change to the existing monolingual English logo. Argyll and Bute Council's plan states that the Council 'will investigate and evaluate designs for a bilingual logo in order to provide options for consideration by the full Council before the end of 2009'.[66] By 2011 quotes for the design of a bilingual logo had been received but there were financial difficulties in relation to implementation. As of March 2013 the pre-existing monolingual English logo remains in use.

Figure 4.11 Argyll and Bute Council's monolingual English logo. One issue with revisiting the logo design with a view to bilingualism could be that the name of the Council area is controversial in itself, neglecting the area of Helensburgh and Lomond that was incorporated within the council area in 1996.

One common but questionable practice in relation to bilingual identity is to develop two parallel visual identities, one English and one Gaelic, but confining the Gaelic one to specifically 'Gaelic' contexts, which are narrowly defined and

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[64] North Lanarkshire Council = Comhairle Siorrachd Lannraig A Tuath, 'Gaelic Language Plan 2012-2015 = Plana Gàidhlig 2012-2015', 2012, available online at: <http://www.northlanarkshire.gov.uk/CHttpHandler.ashx?id=9582&p=0> [accessed 28 February 2013], p. 20.
[65] Glasgow City Council = Comhairle Baile Ghlaschu, 'Gaelic Language Plan 2009 to 2012 = Plana na Gàidhlig 2009 gu 2012', February 2010, available online at: <http://www.glasgowlife.org.uk/glaschu-beo/Documents/ Glasgow%20Gaelic%20Language%20Plan.pdf> [accessed 28 February 2013], p. 43.
[66] Argyll and Bute Council, 'Gaelic Language Plan 2008/09-2011/12', June 2008, available online at: <http://www.argyll-bute.gov.uk/sites/default/files/Gaelic%20Language%20 Plan%20-%20English%20-%2025062008%20final.pdf> [accessed 28 February 2013], p. 10.

delimited. Examples include the Glasgow 2014 Commonwealth Games, which has developed a Gaelic logo and brand identity to accompany the English one, but which states of the Gaelic logo that 'its use is strictly governed by audience' and that the Gaelic 'version of the brand identity should only be reproduced where Gaelic language is being used'.[67]

The Scottish Funding Council's Gaelic Language Plan suggests a significant degree of bilingualisation, but this does not appear to have been realised in practice. The Council's plan states:

> The Council's corporate identity includes our symbol and the
> English and Gaelic versions of our name and strapline. In our
> publications and stationery the English and Gaelic text is ranged
> left to right with equal prominence. […] We will extend the
> application of the Gaelic-only version of our logo (as used on
> business cards) for external use. An example of such use would
> be in recognition of SFC funding.[68]

As of March 2013, however, the version of the SFC logo that appeared on the Council's homepage (and header on further web pages) was in English only and only the English logo was used on the large majority of SFC publications from 2013 and 2012.

Until very recently, practice with the Scottish Government's corporate visual identity was similar, with a monolingual English version used on the vast majority of occasions and a bilingual version reserved for Gaelic-specific purposes. The situation has recently changed, with the bilingual version now the only preferred version (see section 5.2.3 below).

Issues also arise when the English name, abbreviation or initials are built into the logo itself in a way that makes it difficult to incorporate Gaelic. The Scottish Qualifications Authority's Gaelic Language Plan commits the organisation to devising new bilingual letterheads, bilingual business cards, and bilingual reception signage, although it states quite clearly that 'SQA's logo will continue to be displayed in its current format', in other words based around the English

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[67] Glasgow 2014, 'Glasgow 2014: XX Commonwealth Games – Media Brand Guidelines', March 2010, available online at: <http://michslack.files.wordpress.com/2010/03/1a9e6db9-c167-4cb1-bdfe-9ea3b0a76064.pdf> [accessed 28 February 2013], p. 20.

[68] Scottish Funding Council, 'Gaelic Language Plan', December 2009, available online at: <http://www.sfc.ac.uk/nmsruntime/saveasdialog.aspx?filename=gaelic_language_plan_15_dec_2009_english_version.pdf> [accessed 28 February 2013], p. 12.

abbreviation SQA.[69] The Gaelic abbreviation would be ÙTA, but even the front page of the Authority's plan reads '*Ùghdarras Theisteanas Na H-Alba (SQA)*' [capitalisation sic].

Figure 4.12 The Scottish Qualifications Authority's logo featuring the English abbreviation.

Creative Scotland was possibly the first non-departmental public body to be given an English and a Gaelic name from its inception, with section 36(1) of the Public Services Reform (Scotland) Act 2010 establishing 'a body to be known as Creative Scotland or Alba Chruthachail'. Creative Scotland's visual identity is largely built around a geometric circle and square that are intended to resemble the English initials 'CS', with the organisation's Gaelic name in a strapline below (see Figure 5.14 below). Creative Scotland has, however, worked hard to address the complications arising from the design of their visual identity (see section 5.2.3 below).

Figure 4.13 The National Library of Scotland's mainly bilingual logo, still featuring the English abbreviation 'NLS'.

Another example of a logo based around an English abbreviation is the National Library of Scotland, which now has officially parallel English and Gaelic names by virtue of section 1(1) of the National Library of Scotland Act 2012, which states: 'The body corporate known as The Trustees of the National Library of Scotland, established by section 1(1) of the 1925 Act, continues in existence and is renamed

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[69] Scottish Qualifications Authority = Ùghdarras Theisteanas na h-Alba, 'Gaelic Language Plan = Plana Cànan na Gàidhlig', September 2010, available online at: <http://www.sqa.org.uk/sqa/files_ccc/SQA_Gaelic_Language_Plan_2010.pdf> [accessed 28 February 2013], p. 14.

the National Library of Scotland or Leabharlann Nàiseanta na h-Alba ('NLS').' The English initials NLS are still used as the centrepiece of the Library's updated corporate visual identity. The Gaelic name Leabharlann Nàiseanta na h-Alba is used, but not the corresponding abbreviation 'LNA'. There are a small number of cases where the English abbreviation is extremely well recognised and is practically a proper name in its own right – most obviously the BBC and the NHS – but these are relatively few and far between. It has sometimes been suggested that newly coined abbreviations in Gaelic could create a potential for confusion. But if 'LNA' could potentially refer to the Legal Netlink Alliance and the Louisiana Notary Association, the chance is probably no greater than that 'NLS' would be taken to mean Nottingham Law School or the National Laboratory Service.

The Cairngorms National Park Authority has a bilingual logo that has recently been amended, achieving closer to equal prominence for English and Gaelic. The Gaelic text in the former logo was much smaller than the English text. The Gaelic text in the current logo is still below the English and in smaller characters, although it is the same width and now spread over the same number of lines as the English text. Although this bilingual logo is presented on the Park Authority's website as its 'official business logo',[70] a monolingual version is still being used on documents such as meeting papers.[71] In addition to having its own corporate identity, the Park Authority is also custodian of the 'Cairngorms brand', which was developed in 2004 'for use by businesses, organisations and communities working within the Cairngorms National Park'.[72] According to the Park Authority's Gaelic Language Plan, '[t]he approved National Park brand for the Park is in English but provision has been made to also use Gaelic on a case by case basis for specific and relevant visitor-facing purposes'.[73] The bilingual version of the logo features Gaelic in much smaller text and does not offer equal respect to English and Gaelic. The bilingual logo is used in some publications, but it is not actively offered on the website to those who may wish to apply to use it.

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[70] Cairngorms National Park Authority, 'CPNA Logo', available online at: <http://cairngorms.co.uk/park-authority/our-services/brand-logo/> [accessed 28 February 2013].

[71] Cairngorms National Park Authority, 'Notice of Meeting: Cairngorm National Park Authority Meetings – 15th February 2013', available online at: <http://cairngorms.co.uk/resource/docs/boardpapers/15022013/CNPA.Paper.5485.Board.Notice.of.Meeti.pdf> [accessed 28 February 2013].

[72] Cairngorms National Park Authority, 'Park Brand', available online at: <http://cairngorms.co.uk/live-work/park-brand/> [accessed 28 February 2013].

[73] Cairngorms National Park Authority, 'Cairngorms National Park Authority Gaelic Language Plan', February 2011, available online at: <http://www.cairngorms.co.uk/resource/docs/publications/25012011/CNPA.Paper.1677.Gaelic%20Language%20Plan.pdf> [accessed 28 February 2013], p. 10.

Figures 4.14-4.15 The old and new versions of Cairngorm National Park Authority's bilingual corporate visual identity.

Figures 4.16-4.17 The monolingual English 'Cairngorms brand', and a second version incorporating Gaelic.

Although corporate visual identities are not normally changed very frequently, restructuring can sometimes lead to an urgent need to develop a new corporate identity, and it is easy for minority languages to be neglected in the pressure to produce new logos. For example, Northern Constabulary's current corporate identity is largely monolingual in English but contains a minor element of Gaelic in the bilingual motto 'Protect and Serve – Dìon is Cuidich'. The Force's Gaelic Language Plan included a target to bilingualise the Northern Constabulary logo as a part of the '[v]isible and audible normalising of Gaelic as a core element of Northern Constabulary identity and signage'.[74] The plan recognised, however, that the imminent amalgamation of the eight Police Forces on 1 April 2013 means that 'there are limited opportunities at present to implement major changes to the current Northern Constabulary identity and to do otherwise would not be an effective or efficient use of resources', and opportunities to revise the identity are

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[74] Northern Constabulary, 'Gaelic Language Plan', September 2012, available online at: <http://www.northern.police.uk/Downloads/Gaelic-language-plan/Gaelic%20 Language%20Plan%20-%20English.pdf> [accessed 28 February 2013], p. 13.

limited by ongoing procurement processes together with the other Forces 'for shared items such as uniform, vehicles etc.'[75] Section 6 of the Police and Fire Reform (Scotland) Act 2012 established that '[t]here is to be a constabulary to be known as the Police Service of Scotland (or, in Gaelic, Seirbheis Phoilis na h-Alba)'. According to newspaper reports, the proposed new logo for the new single police service, which did not include Gaelic, has been rejected and the Police Service of Scotland is instead now planning to use a version of the existing crown and thistle badge with the Latin motto '*Semper vigilo*'.[76]

Figures 4.18 Northern Constabulary's corporate identity, featuring a bilingual motto.

4.1.2 Wales

Most corporate identities featuring Welsh used by public bodies are linked to Welsh Language Schemes prepared under the Welsh Language Act 1993. The former Welsh Language Board was proactive in establishing helpful guidelines by

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[75] Ibid.

[76] Victoria Weldon, 'New logo for single police service is scrapped', *Herald Scotland*, 23 February 2013, available online at: <http://www.heraldscotland.com/news/ home-news/new-logo-for-single-police-service-is-scrapped.20304382> [accessed 28 February 2013].

developing a bilingual design guide,[77] as well as documents on best practice in bilingual signage,[78] and bilingual events.[79]

One distinct aspect of Welsh language policy is that a number of UK-wide bodies have Welsh Language Schemes, including bodies that may be based entirely outside Wales but that provide services to Wales, such as Ordnance Survey or UCAS, both of which are featured in chapter 5 below, together with more examples from surveyed organisations in Wales.

4.1.3 Ireland

The status of Irish as the first official language of the Republic of Ireland is set out in Article 8 of the Irish Constitution. The use of Irish in corporate identity by public bodies in Ireland is guided by the Official Languages Act 2003. For example, section 9(2) of the Act requires public bodies to respond to written communication in the same language used by the initiator of the correspondence, and section 9(3) stipulates that communication with the general public must be in the Irish language or in the English and Irish languages. Section 9(1) of the Act entitles the Minister for the Gaeltacht to produce regulations on the use of the official languages in oral announcements , stationery, signage and advertisements made by public bodies. Section 10 sets out the principal categories of publication that must be made available in Irish and English simultaneously, such as documents setting out public policy proposals, and annual reports. The use of Irish on public bodies' websites is determined by the public bodies themselves in their respective language schemes.

Pursuant to Section 9(1) of the Act, regulations have been issued on the use of Irish in recorded oral announcements, stationery, signage, stationery and the use of place-names by public bodies. The Office of An Coimisinéir Teanga has produced a

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[77] Bwrdd yr Iaith Gymraeg = Welsh Language Board, 'Canllawiau Dylunio Dwyieithog = A Guide to Bilingual Design', available online at: <http://www.redstonecreative.eu/images/ Bilingual-design-guide.pdf> [accessed 28 February 2013].

[78] Bwrdd yr Iaith Gymraeg = Welsh Language Board, 'Arferion Gorau ar gyfer Arwyddion Dwyieithog = Best Practice for Bilingual Signs', available online at: <http://ms.fs4b.wales.gov.uk/publications/pdf/cymraeg/ GC_D_arwyddion_dwyieithog_terfynol_20092009.pdf> [accessed 28 February 2013].

[79] Bwrdd yr Iaith Gymraeg = Welsh Language Board, 'Digwyddiadau Dwyieithog: Arferion Gorau ar gyfer cynnal Digwyddiadau Dwyieithog = Bilingual Events: Best Practice for holding Bilingual Events', available online at: <http://ms.fs4b.wales.gov.uk/publications/ pdf/english/bilingual_%20events_best_practice_2009.pdf> [accessed 28 February 2013].

guidebook covering the duties of public bodies according to the Act and the regulations.[80]

Details of the experiences of Irish organisations will be seen in chapter 5 below.

4.2 Private sector organisations

A growing number of private sector organisations in Scotland – mainly in the Highlands and Islands – are adopting corporate identities that feature Gaelic to some extent. Elements of bilingual corporate identity can be found in some of the larger supermarket chains, in some branches of the main banks, and in many smaller commercial enterprises. Grants and linguistic consultancy are available from Comunn na Gàidhlig for organisations in the private sphere or third sector who wish to produce Gaelic or bilingual signs, vehicle graphics, banners, rebranding and marketing materials, except advertising. The greatest uptake for this scheme has been in the third sector, including museums, followed by hospitality and tourism.[81] The scheme has been operating since 1998 and supported a total of 148 cases in the period from April 2004 to September 2011.[82] Among the businesses that believed their use of Gaelic on signs or marketing material had brought in more customers, one business owner claimed that their participation in the project '[r]einforces our distinctiveness and local image', while a gallery owner said the scheme 'distinguishes us from the other galleries – part of promoting us as an indigenous business'.[83]

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[80] An Coimisinéir Teanga, 'Official Languages Act 2003: Guidebook', available online at: <http://www.coimisineir.ie/downloads/Guidebook4.pdf> [accessed 28 February 2013].
[81] Reference Economic Consultants, 'Evaluation of Bilingual Signs & Marketing Scheme: Final Report to Comunn na Gàidhlig', September 2011, p. 6.
[82] Ibid., p. 3.
[83] Ibid., p. 19.

5 Survey responses

5.1 Overview of organisations surveyed

For the purposes of this report, selected organisations serving Wales, Ireland and Scotland were contacted to gather further documentary information about their corporate identity policies and their practical experiences with the use of Welsh, Irish or Gaelic within their field of work, beyond what may appear in published schemes or plans. Organisations were asked in particular about any design issues they may have encountered or are encountering while developing their corporate visual identity, about policies on the use of the minority language(s) in question for branding, signage, audio-messaging, websites, stationery, advertising and publications, about their practice with regard to the use of the language in greetings, replies and corporate ethos, as well as about any extra costs involved in these approaches.

Initial contact with organisations was established by email or telephone. Follow-up in-depth interviews were carried out with some of the organisations, representing a diverse set of experiences and fields of work. The semi-structured interviews carried out were partially based on the style of interviews carried out in a recent study of bilingualism in Cardiff businesses.[84]

5.1.1 Scotland

The public sector organisations contacted in Scotland were selected public bodies that were known to have recently developed or to be currently developing bilingual corporate identities, or that have special experience with the same:

Name of organisation	Reply received	Substantive further information gathered
CalMac Ferries	Yes	No
Comhairle nan Eilean Siar	No	No
Creative Scotland	Yes	Yes
Crofting Commission	Yes	Yes
Forestry Commission	No	No
Highland Council	Yes	Yes

[84] Elisabeth Barakos (née Haidinger), 'Language Policy and Planning in Urban Professional Settings: Bilingualism in Cardiff Businesses', *Current Issues in Language Planning* 13 (2012), 167-186.

Name of organisation	Reply received	Substantive further information gathered
Highlands and Islands Enterprise	Yes	Yes
Historic Scotland	Yes	No
Loch Lomond & The Trossachs National Park	Yes	Yes
National Library of Scotland	Yes	No
NHS Eileanan Siar	Yes	No
Scottish Funding Council	No	No
Scottish Government	Yes	Yes
Scottish Natural Heritage	No	No
Scottish Parliament Corporate Body	Yes	Yes
University of Aberdeen	Yes	Yes
University of Glasgow	Yes	Yes
University of the Highlands and Islands	No	No
Visit Scotland	Yes	No

5.1.2 Wales

The public sector organisations surveyed with regard to the use of Welsh were selected organisations that have established bilingual corporate identities or are currently developing bilingual corporate identities, including certain UK-wide organisations that are not subject to the Gaelic Language (Scotland) Act 2005:

Name of organisation	Reply received	Substantive further information gathered
Amgueddfa Cymru – National Museum Wales	Yes	Yes
BBC Cymru Wales	Yes	Yes
Big Lottery Fund	Yes	Yes
British Council	No	No
British Transport Police (Welsh Sector)	Yes	No
British Wool Marketing Board	No	No
Cadw	Yes	Yes
Citizens Advice Bureau	No	No
Driver and Vehicle Licensing Agency	No	No
Dŵr Cymru Welsh Water	Yes	Yes
Electoral Commission	Yes	No
Glandŵr Cymru – The Canal & River Trust in Wales	Yes	Yes

HM Revenue and Customs	No	No
Home Office	No	No
Ministry of Defence	Yes	No
National Library of Wales	Yes	Yes
NHS Wales	No	No
Ofcom	No	No
Ordnance Survey	Yes	Yes
Royal Commission on the Ancient and Historical Monuments of Wales	No	No
Royal Mail Group	Yes	No
Royal Mint	Yes	No
UCAS	Yes	Yes
UK Sport	Yes	Yes
University of Wales	No	No
Visit Wales	Yes	Yes

5.1.3 Ireland

The public sector organisations surveyed in the Republic of Ireland were all organisations listed by An Coimisinéir Teanga as having had an Irish Language Scheme approved. Some organisations were unable to provide information due to their Irish Language Scheme currently being under review.

Name of organisation	Reply received	Substantive further information gathered
An Bord Pleanála	Yes	Yes
An Garda Síochána	Yes	Yes
Arts Council	No	No
Carlow Local Authorities	No	No
Cavan Local Authorities	No	No
Central Bank of Ireland	Yes	Yes
Central Statistics Office	Yes	Yes
Chester Beatty Library	Yes	Yes
Church of Ireland College of Education	No	No
Citizens Information Board	No	No
City of Cork Vocational Education Committee	Yes	Yes
City of Dublin Vocational Education Committee	No	No
City of Galway Vocational Education Committee	No	No
Clare Local Authorities	Yes	No

Companies Registration Office	Yes	Yes
Cork City Council	Yes	Yes
Cork County Local Authorities	No	No
County Clare Vocational Education Committee	No	No
County Cork Vocational Education Committee	No	No
County Donegal Local Authorities	No	No
County Donegal Vocational Education Committee	No	No
County Dublin Vocational Education Committee	No	No
County Galway Local Authorities	Yes	No
County Galway Vocational Education Committee	No	No
County Monaghan Local Authorities	No	No
Courts Service	Yes	Yes
Data Protection Commissioner	Yes	Yes
Defence Forces	No	No
Department of Agriculture, Food and the Marine	No	No
Department of Arts, Heritage and the Gaeltacht	Yes	No
Department of Communications, Energy and Natural Resources	No	No
Department of Defence	Yes	Yes
Department of Education and Skills	Yes	No
Department of Environment, Community and Local Government	Yes	No
Department of Finance	No	No
Department of Foreign Affairs and Trade	Yes	Yes
Department of Health and Children	Yes	No

Department of Jobs, Enterprise and Innovation	No	No
Department of Justice and Equality	Yes	No
Department of Social Protection	Yes	No
Department of the Taoiseach	Yes	Yes
Department of Transport, Tourism and Sport	Yes	Yes
Dublin City Council	No	No
Dublin City University	No	No
Dublin Institute of Technology	No	No
Dún Laoghaire-Rathdown County Council	Yes	Yes
Dundalk Institute of Technology	Yes	Yes
Electricity Supply Board	Yes	No
The Equality Tribunal	Yes	No
Fingal Local Authorities	No	No
Galway City Council	Yes	No
Galway-Mayo Institute of Technology	Yes	No
Higher Education Authority	No	No
HSE West	Yes	No
Institute of Public Administration	No	No
Institute of Technology Tralee	No	No
Irish Film Board	No	No
Kerry Education Service	No	No
Kerry Local Authorities	No	No
Kildare Local Authorities	Yes	Yes
Kilkenny County Council	No	No
Laois Local Authorities	Yes	No
Legal Aid Board	No	No
Leitrim County Council	No	No
Letterkenny Institute of Technology	Yes	Yes
Limerick City Council	No	No
Limerick County Council	No	No
Local Government Management Agency	No	No
Longford Local Authorities	No	No
Louth Local Authorities	No	No

Marine Institute	No	No
Mayo County Local Authorities	Yes	Yes
Meath Local Authorities	No	No
National Gallery of Ireland	No	No
National Lottery	Yes	No
National University of Ireland, Galway	Yes	Yes
National University of Ireland, Maynooth	No	No
North Tipperary Local Authorities	No	No
Office of Public Works	Yes	Yes
Office of the Attorney General, Office of the Parliamentary Counsel to the Government, Chief State Solicitor's Office	Yes	Yes
Office of the Commission for Public Service Appointments	No	No
Office of the Comptroller and Auditor General	No	No
Office of the Director of Corporate Enforcement	Yes	Yes
Office of the Director of Public Prosecutions	No	No
Office of the Houses of the Oireachtas	No	No
Office of the Information Commissioner	No	No
Office of the Ombudsman	Yes	Yes
Office of the President	Yes	Yes
Office of the Revenue Commissioners	Yes	No
Property Registration Authority	Yes	Yes
Public Appointments Service	Yes	No
Referendum Commission	Yes	No
Roscommon Local Authorities	No	No
Sligo Local Authorities	Yes	No
South Dublin County Council	No	No
Teagasc	No	No

Training and Employment Authority (FÁS)	No	No
Trinity College Dublin	No	No
University College Cork	No	No
University of Limerick	No	No
Waterford City Council	No	No
Waterford County Local Authorities	No	No
Western Development Commission	No	No
Westmeath Local Authorities	Yes	No
Wexford Local Authorities	Yes	Yes
Wicklow Local Authorities	Yes	No

5.1.4 Private sector organisations

The private sector companies contacted were selected large organisations with some experience of bilingual corporate identity in Scotland and/or Wales. Some companies were unable to respond as they did not wish to disclose what could be considered sensitive information. Since substantive further information was only received from one private sector organisation, it will be dealt with separately in section 5.6 below.

Name of organisation	Reply received	Substantive further information gathered
Asda	Yes	No
Boots	Yes	No
Clydesdale Bank	No	No
Co-operative Food	Yes	No
McDonald's	Yes	Yes
Sainsbury's	Yes	No
Tesco	Yes	No

5.1.5 In-depth interviews

Name of organisation	Role of intervieweee	Face-to-face/ telephone
Amgueddfa Cymru – National Museum Wales	Head of Publications	Telephone
An Garda Síochána	Head of Rannóg na Gaeilge (Irish Language Development Unit), Garda Síochána College	Telephone

BBC Cymru Wales	Strategy and Policy Manager	Telephone
Cork City Council	Senior Staff Officer, Corporate and External Affairs Directorate	Telephone
Creative Scotland	Two interviewees: Marketing Manager and Gaelic Arts & Culture Officer	Telephone
Loch Lomond & The Trossachs National Park	Head of Marketing and Communications	Telephone
National Library of Wales	Head of Promotion and Interpretation	Telephone
Ordnance Survey	Briefing and Research Executive	Telephone
Scottish Government	Two interviewees: Development Officer and Gaelic Language Plan Development Officer, Gaelic and Scots Unit	Face-to-face

5.2 Corporate design

5.2.1 The genesis of good bilingual design

Organisations that see bilingualism is an integral part of their operations are often able to demonstrate good practice in bilingual design, finding innovative solutions to displaying two languages simultaneously and making bilingualism a distinctive feature of their identity.

Amgueddfa Cymru – National Museum Wales encompasses seven different museums. The corporate name is intended to be either *Amgueddfa Cymru* or *Amgueddfa Cymru – National Museum Wales*, so that the English name *National Museum Wales* is never used alone.[85] The Welsh component of the name does not contain the word for 'national', as the name was seen to be self-explanatory without it. The current visual identity dates from 2005, when new names and logos were created for Amgueddfa Cymru – National Museum Wales and the individual museums under its aegis.[86] The logo of the umbrella organisation follows the same model as most of the individual museums, with Welsh and English texts running along perpendicular oblique axes. The Welsh text is slightly to the left and lower down, while the English text is slightly to the right and higher up. The Welsh text

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[85] Amgueddfa Cymru – National Museum Wales, 'Welsh Language Scheme', March 2012, available online at: <http://www.museumwales.ac.uk/media/24142/Welsh-Language-Scheme-2012.pdf> [accessed 7 March 2013], p. 11.

[86] Telephone interview with Head of Publications, Amgueddfa Cymru – National Museum Wales, 7 March 2013.

appears in bold type. This rotation of text is an innovative approach towards achieving linguistic parity in design.

Figure 5.1 The bilingual corporate visual identity of Amgueddfa Cymru – National Museum Wales.

BBC Cymru Wales sees itself as the national broadcaster of Wales, serving both official languages. The corporate name and visual identity use the name of the country in both languages as parts of a single expression, although the abbreviation 'BBC' remains in its English form, which is commonly used by Welsh speakers. The word *Cymru* comes before *Wales* in the organisation's name and is given spatial preference within the logo by appearing directly above *Wales*, in the same typeface and at the same size. The ordering of these two words could also have a basis in alphabetical order. The interviewee from BBC Cymru Wales felt personally that the order of the languages used in the name flows better and is more sonorous, although he referred to some variation in the ordering of languages ever since the report of the Bowen Committee on bilingual traffic signs in 1972.[87, 88]

Figure 5.2 The corporate mark of BBC Cymru Wales.

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[87] Bowen Committee, *Bilingual Traffic Signs = Arwyddion Ffyrdd Dwyieithog: Report of the Committee of Inquiry under the Chairmanship of Roderic Bowen* (Cardiff: HMSO, 1972).
[88] Telephone interview with Rhys Evans, BBC Cymru Wales Strategy and Policy Manager, 27 February 2013.

The National Library of Wales' corporate visual identity was designed to be bilingual. Both the Welsh and English abbreviations appear in a geometric red square. To the right of the square are three lines of text with the full Welsh name above the English name, and the place-name Aberystwyth on the third line.

Figure 5.3 The bilingual corporate visual identity of the National Library of Wales.

The Canal & River Trust was established in 2012 as the successor to British Waterways and currently operates under the British Waterways Welsh Language Scheme. The identity of the organisation in Wales is Glandŵr Cymru – The Canal & River Trust in Wales. The body consulted with a number of individuals connected to Welsh cultural matters before deciding on a non-literal translation: *Glandŵr Cymru* translates literally as 'Waterside Wales'. The organisation reported that '[w]e felt like Cadw of Cefn Coed it had a certain lyricism and reflected what we did'.[89] Cadw is the Welsh Government's historic environment service and Cefn Coed is part of its address in Cardiff.

Figure 5.4 The bilingual corporate visual identity of Glandŵr Cymru – The Canal & River Trust in Wales. This logo has since been amended.

The Central Bank of Ireland and the Financial Services Regulatory Authority were amalgamated in 2010. Before the merger, a rebranding programme was carried out, and the '*Crann an Óir*' ('Golden Tree') sculpture that can be found outside the Central Bank's building was chosen as the pictorial element to accompany the text in the new corporate identity. The new identity includes the Central Bank's Irish and English names, in that order. Correspondence with the Central Bank confirmed that designing the new corporate identity 'posed no difficulties'.[90]

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[89] E-mail from Glandŵr Cymru – The Canal & River Trust in Wales, 11 February 2013.
[90] E-mail from the Central Bank of Ireland, 6 February 2013.
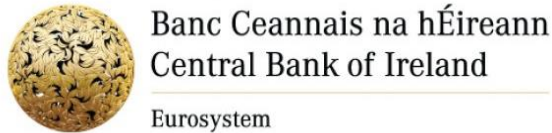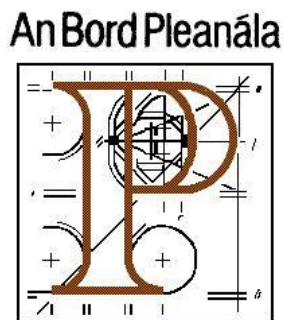
Figure 5.5 The bilingual corporate visual identity of the Central Bank of Ireland.

5.2.2 Monolingual identities

There are a number of public bodies in Ireland that have monolingual Irish names and corporate visual identities, including the planning agency An Bord Pleanála, which was established under the Local Government (Planning and Development) Act 1976.[91] The national police service An Garda Síochána, officially named Garda Síochána na hÉireann, was once known as the Irish Civic Guard, but is now known almost exclusively by its Irish name.[92]

Figures 5.6 The monolingual Irish corporate visual identity of An Bord Pleanála.

Figure 5.7 The visual identity of An Garda Síochána as it appears on the corporate website. Note the presence of the English strapline.

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[91] E-mail from An Bord Pleanála, 18 February 2013.
[92] Telephone interview with Head of Rannóg na Gaeilge (Irish Language Development Unit), Garda Síochána College, 25 February 2013.

5.2.3 Challenges and complications

Complications deriving from bilingual corporate visual identity may arise in connection with approaches that adopt separate, parallel identities in two languages, or when bilingualism has only been considered at a late stage in a design process. In Ireland, the potential misalignment between logos and statutory requirements for bilingual presentation in stationery may present problems.

Loch Lomond & The Trossachs National Park was established in 2002, and its first corporate visual identity incorporated both its English and Gaelic names. Its current visual identity was developed in 2009, and features separate monolingual English and Gaelic logos. The Park Authority's Gaelic Language Plan includes the commitment to investigate a bilingual solution when any future rebranding exercise is carried out.[93] A single bilingual logo may achieve greater parity for the languages by ensuring that both languages are always visible, although a long name such as that of the National Park can present significant challenges for designers.


Figures 5.8-5.9 The English and Gaelic variants of the corporate mark of Loch Lomond & The Trossachs National Park, as featured on enamel badges sold by the Park.

A problematic situation has recently arisen at the Loch Lomond & The Trossachs National Park as some of the Park's new threshold signage features the English logo on its own, which marked a retrograde step compared to previous bilingual signage. A retroactive amendment to the signs is currently being considered, which could consist of a monolingual Gaelic text being displayed on the reverse of the

[93] Loch Lomond & The Trossachs National Park, 'Approved Gaelic Language Plan', 13 December 2011, available online at: <http://www.lochlomond-trossachs.org/images/stories/Looking%20After/PDF/publication%20pdfs/GLP_english.pdf> [accessed 28 February 2013], p. 14.

threshold signs, for example the phrase '*Tìoraidh*' ('Bye').[94] This situation highlights a potential pitfall of using separate monolingual identities, as it can appear awkward to use two separate monolingual logos in the same instance, such as on a sign, and it is more likely that the monolingual logo in a minority language may only be used in language-specific circumstances, even though physical signs in a landscape of largely Gaelic place-names could be considered a Gaelic context.

The further education college Dundalk Institute of Technology has experienced a design issue with regard to its bilingual corporate visual identity. The regulations on headed stationery require the Irish name of public bodies to appear with at least equal prominence to the English name, and at the same size. The Irish text within the logo is smaller than the English text, but the regulation does not necessarily apply to logos, but instead to the name as it is written on letterheads, which could be in addition to the logo. The retired Irish Language Officer suggested simply printing the Irish name of the Institute at the top of the page, but a redesign of the logo is currently ongoing.[95] It is possible that there is a broader desire to change the logo and that the Irish language requirement offers an opportunity to do so.
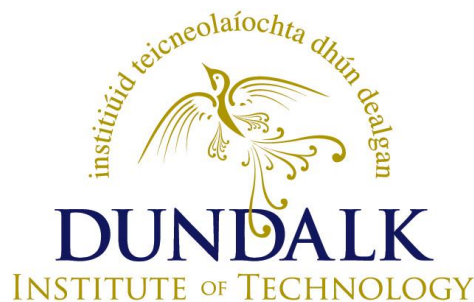
Figures 5.10 The bilingual corporate visual identity of Dundalk Institute of Technology.

The Scottish Government's corporate visual identity was created in September 2007 when the Scottish Executive was renamed. The new name in English (the Gaelic name has remained *Riaghaltas na h-Alba*) was fully formalised in Section 12(1) of the Scotland Act 2012. The 2007 name change could have been an opportunity to include Gaelic as standard when rebranding, but the initial guidelines included a monolingual 'national identity' and a dual-language version. Both versions (Figures 5.11 and 5.12) featured the Saltire and the words 'The Scottish Government', with the dual-language version incorporating the Gaelic name below

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[94] Telephone interview with Geoff Miles, Loch Lomond & The Trossachs National Park Head of Marketing and Communications, 27 February 2013.

[95] E-mail from retired Irish Language Officer, Dundalk Institute of Technology, 13 February 2013.

the English text and in smaller type. The bilingual version of the identity was intended 'for use on communications aimed at the Gaelic community', and this use was 'at the discretion of the creator of the communication'.[96] It has recently been agreed that the monolingual identity should no longer be used, and that the bilingual identity should be the standard, although it may take some time before this becomes consistent standard practice.[97] The use of a single bilingual logo may help to avoid diluting the brand.

The bilingual logo may fall short of affording equal prominence to English and Gaelic. With the horizontal space available to the Gaelic text reduced by half in comparison to the English text, the Gaelic text is considerably smaller than the English text. In terms of linguistic parity, this marks a retrograde step compared to the bilingual version of the former Scottish Executive corporate identity (as shown in Figure 5.13 below). There is, however, a commitment in the Scottish Government's Gaelic Language Plan to 'look to include Gaelic under the terms of "equal respect" when any rebranding exercise is undertaken'.[98]

Figures 5.11-5.12 On the left, the stacked monolingual version of the Scottish Government 'national identity', currently being phased out. On the right, the vertically stacked dual-language version of the Scottish Government 'national identity', originally introduced as an optional alternative to the monolingual logo but now adopted as the standard version. A linear dual-language version also exists, featuring the English and Gaelic names to the right of the Saltire with the English name above the Gaelic name and in larger type.

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[96] Scottish Government, 'Guidelines for the Use of Our National Identity', 3 September 2007, p. 3.

[97] Face-to-face interviews with Development Officer and Gaelic Language Plan Development Officer, Gaelic and Scots Unit, Scottish Government, 25 February 2013.

[98] Scottish Government, 'Plana Gàidhlig Riaghaltas na h-Alba = Scottish Government Gaelic Language Plan', 22 June 2010, available online at: <http://www.scotland.gov.uk/Resource/Doc/317687/0101165.pdf> [accessed 28 February 2013], p. 27.

Figure 5.13 The bilingual version of the former visual identity of the Scottish Executive. Note the greater prominence of Gaelic in this logo compared to the current Scottish Government bilingual logo, and that the Gaelic name for the Scottish Executive and Scottish Government has remained the same.

The Scottish Government has area offices around Scotland that have bilingual versions of the corporate visual identity in their signage. The main external signs on Scottish Government offices in Edinburgh at Victoria Quay and St. Andrew's House are in English only, and this is considered to be due to limited space available on building frontage at Victoria Quay and to the listed nature of St. Andrew's House.[99] There are, however, some lesser external signs and a larger number of internal signs featuring Gaelic, such as the sign near the vehicle entrance to Victoria Quay including the site's Gaelic name '*Cidhe Bhictoria*'.

Creative Scotland was established in 2010, and work on its corporate visual identity began in 2009. The branding was designed by the Leith Agency. The initially released version of the logo was monolingual, comprising the upper part of the current logo, i.e. the geometric circle and square with the organisation's English name, minus the Gaelic strapline below.[100] The positioning of the text within the circle and square is intended to create the impression of the initials 'CS'. In order to achieve this effect, the 'Scotland' element of the name is split into 'Scot' and 'Land', which also allows for the alternative readings 'Creative Scot' and 'Creative Land'.[101] The initial monolingual logo was supplemented by an optional bilingual logo that incorporated the Gaelic name '*Alba Chruthachail*' as a strapline. It was then decided that the organisation should have a single bilingual visual identity, which is the current logo shown above. This version of the logo added a vertical line between the two words in the Gaelic name, for reasons of design aesthetics.[102]

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[99] Face-to-face interviews with Development Officer and Gaelic Language Plan Development Officer, Gaelic and Scots Unit, Scottish Government, 25 February 2013.

[100] Telephone interviews with Creative Scotland Marketing Manager and Gaelic Arts & Culture Officer, 7 March 2013.

[101] Creative Scotland, 'Our Brand', available online at: <http://www.creativescotland.co.uk/about/our-brand> [accessed 7 March 2013].

[102] Telephone interviews with Creative Scotland Marketing Manager and Gaelic Arts & Culture Officer, 7 March 2013.

Figure 5.14 The Creative Scotland corporate logo, featuring both English and Gaelic.

As Gaelic was only incorporated into the standard logo at a late stage in the design process, the initial logo had already been released, and some other organisations still use the old monolingual version. Creative Scotland itself now uses the bilingual version consistently, and is carrying out an audit to ensure that the bilingual logo is the only version used by partners.[103] This demonstrates the complications that can result when Gaelic is only considered late in a design process, although Creative Scotland has worked hard to address these. It is also evident that the Gaelic name has no role in the core design concept based around the initials 'CS' and appears as an adjunct.

The guidelines Creative Scotland provides on accreditation for its funded partners do not currently make any explicit reference to Gaelic, as the bilingual version of the logo is the only accepted version.[104] There are currently plans to redevelop the brand guidelines to provide a deeper impression of the ethos within Creative Scotland, and these guidelines might include reference to Gaelic.[105]

5.2.4 Bilingual corporate visual identity and branding 'out of area'

Many UK-wide public sector bodies operate Welsh Language Schemes. For example, the Universities and Colleges Admissions Service (UCAS), based in Cheltenham, provides specific services for Welsh-speakers. The corporate visual identity is monolingual with the English abbreviation, but the various services it

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[103] Ibid.

[104] Creative Scotland, 'Accreditation Guidelines', March 2011, available online at: <http://www.creativescotland.co.uk/sites/default/files/editor/cs-accreditation-guidelines.pdf> [accessed 7 March 2013].

[105] Telephone interviews with Creative Scotland Marketing Manager and Gaelic Arts & Culture Officer, 7 March 2013.

offers in Welsh do have Welsh names. The online application system 'Apply' is branded as 'Ymgeisio' in Welsh.[106]

Ordnance Survey is the national mapping agency for Great Britain, while Land & Property Services Northern Ireland produces maps under the Ordnance Survey Northern Ireland brand. The current version of the Ordnance Survey corporate mark was designed by Lloyd Northover Citigate following a corporate identity review in 1995.[107] Ordnance Survey works closely with fellow agencies of the Public Data Group: Companies House, HM Land Registry and the Met Office, all of which have different approaches to corporate identity.[108] Ordnance Survey has a strong and recognisable brand, but this has not prevented it from adopting bilingual versions of its logo. Bilingual versions of the corporate mark exist featuring Welsh or Gaelic in addition to English, for restricted use in specific material. In all three versions of the corporate mark, the symbol incorporating the abbreviation 'OS' remains the same, and the English namestyle 'Ordnance Survey' remains in prime position close to the symbol. The Welsh or Gaelic namestyles are positioned to the right and are justified along the right margin.

Figure 5.15 The English and Gaelic bilingual corporate mark of Ordnance Survey. The monolingual English logo is the same, minus the Gaelic text. The bilingual Welsh logo follows the same pattern as the logo above, with the text '*Arolwg Ordnans*®' in place of the Gaelic text.

5.2.5 The universities

Although Scotland's universities are based in Scotland, two of the five Scottish universities that have developed or are currently developing Gaelic language plans have identified concerns that the use of a bilingual English-Gaelic corporate identity might have an impact on their international standing and functioning.

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[106] E-mail from UCAS, 18 February 2013.

[107] Ordnance Survey, 'Corporate branding', October 2010, available online at: <http://www.ordnancesurvey.co.uk/oswebsite/aboutus/foi/questions/2010/0097.html> [accessed 28 February 2013].

[108] Telephone interview with Neil Sutherland, Ordnance Survey Briefing and Research Executive, 4 March 2013.

In addition to its main English logo, the University of Glasgow has a Gaelic logo, which is used extensively by staff in Celtic and Gaelic, as well as by the Gaelic Language Officer. The University is to consider the use of Gaelic in its main corporate identity at the next rebranding opportunity, and this will be informed by the findings of an ongoing research project being conducted by Ipsos Mori into 'The Impact of a Bilingual Identity on the University of Glasgow's Internationalisation Activities', which is due to be completed in April 2013.[109]

Figure 5.16 The Gaelic version of the University of Glasgow's corporate visual identity, featuring the Latin motto '*Via veritas vita*'.

The University of Aberdeen also has separate English and Gaelic corporate logos. Policy guidelines for the use of the Gaelic corporate identity have not yet been finalised. The University is also committed to consider adopting a bilingual logo during any future corporate rebranding exercise, although this decision will also depend on 'appropriate research into the impact of bilingual identity on internationalisation and student recruitment'.[110]

5.3 Corporate communication

5.3.1 Signage

Signage is a major part of corporate communication, as it acts as an extension of corporate visual identity. All signage in Amgueddfa Cymru – National Museum Wales is bilingual, although there have sometimes been difficulties providing bilingual versions of generic safety or accessibility notices such as fire exit signs or door buttons for disabled access. When these are in areas where the public will use them, it is seen as a priority to find bilingual replacements. Publications and exhibition panels are bilingual, with Welsh always positioned on the left or above

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[109] E-mail from Gaelic Language Officer, University of Glasgow, 13 February 2013.
[110] E-mail from Gaelic Language Officer, University of Aberdeen, 22 February 2013.

English text. Online content is available almost entirely bilingually, with the exception of some more academic sections of the website, such as the catalogue, which is expected to have a more limited audience.[111]

Creative Scotland has bilingual signage in its main offices in Edinburgh. The organisation has also produced a number of publications relating to Gaelic, including a CD of traditional and contemporary Gaelic music as a tool for international trade events, and a brochure in English introducing Scotland's languages. The organisation is indeed keen to promote the Gaelic language as well as the Gaelic creative industries specifically, and is also interested in promoting the Scots language. When Creative Scotland publications are not already available in Gaelic, translations will be provided on request, on a similar basis to requests for documents in Braille.[112]

City of Cork Vocational Education Committee reported that, although requirements for the use of Irish in new signage have been circulated, these are often ignored by other institutions and the organisation does not have the resources to police compliance.[113]

5.3.2 Websites and online content

Online content is also an important extension of corporate identity. With the trend towards more electronic publication of material, online publications can offer a cost-effective alternative to printing. Beyond publications, however, websites have many other informational and interactional functions. Good guidelines exist on the usability of bilingual websites (see section 3.2 above), although the advent of Web 2.0 can present challenges to corporate online bilingualism.

The National Library of Wales' bilingual website offers a language choice on the first 'splash' page as well as the opportunity for web browsers to remember the language selected. The main URL uses the Library's Welsh abbreviation: <http://www.llgc.org.uk/>. A domain featuring the English abbreviation does also exist, but the URL <http://www.nlw.org.uk/> leads to an error page on the Library website.

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[111] Telephone interview with Head of Publications, Amgueddfa Cymru – National Museum Wales, 7 March 2013.
[112] Telephone interviews with Creative Scotland Marketing Manager and Gaelic Arts & Culture Officer, 7 March 2013.
[113] E-mail from City of Cork Vocational Education Committee, 1 February 2013.

Ordnance Survey does have a Welsh version of its corporate website, although the interviewee from the organisation reported that it is becoming increasingly difficult to create online content in Welsh due to the technological developments of Web 2.0, with the result that it can be relatively easier to tell the public about products or services in Welsh but more difficult to enable them to use active online services in Welsh. Google Translate has been suggested as a solution by technical staff within the organisation, but it has not been actively incorporated into the website as it fails the need for equal treatment in Welsh communications.[114]

The Office of the President of Ireland is currently leading a tender process to redevelop its website in order, among other things, that it can provide dual functionality in Irish and English. The website currently only has some static bilingual material.[115]

In addition to having most public online content available in Irish and English, the Irish Department of Foreign Affairs and Trade provides Irish language support material on its intranet site directed at the needs of the Department.[116]

5.3.3 Stationery

Although organisations are using less physical stationery now than they used to, stationery is an important physical representation of corporate identity. In Ireland, public bodies' stationery is subject to statutory regulations on bilingualism.[117] Due to the move towards more e-mail communication, e-mail signatures, straplines and disclaimers are increasingly important alternatives to letterheads that should all be considered by organisations when developing a bilingual corporate identity (see also 5.3.6 below).

Letterheads at the Scottish Government now incorporate Gaelic. This is seen to be very cost-effective with the use of computer-based templates. E-mail disclaimers are now bilingual and some offices use bilingual e-mail signatures.[118]

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[114] Telephone interview with Neil Sutherland, Ordnance Survey Briefing and Research Executive, 4 March 2013.

[115] E-mail from the Office of the President, 15 February 2013.

[116] E-mail from the Department of Foreign Affairs and Trade, 12 February 2013.

[117] An Coimisinéir Teanga, pp. 10-13.

[118] Face-to-face interviews with Development Officer and Gaelic Language Plan Development Officer, Gaelic and Scots Unit, Scottish Government, 25 February 2013.

5.3.4 Publications

A very useful approach to deciding which publications a public body should produce bilingually or in separate language versions is a scoring system as found in a number of Welsh Language Schemes, such at that of the Royal Commission on the Ancient and Historical Monuments of Wales. Based on this scoring system, a document is more likely to need to be produced in Welsh if it is to have a large print-run, a more general target audience, if it is of particular relevance for the Welsh language or areas with many Welsh speakers, if it is to be used for a period of years rather than months, and if it is shorter.[119]

Loch Lomond & The Trossachs National Park is aiming towards a zero-print policy, so it produces little in the way of stationery or printed publications, although it has been producing a leaflet on Gaelic place-names that includes a section in Gaelic.[120] It has also produced a general leaflet entitled 'A' Rannsachadh Do Phàirce Nàiseanta' ('Exploring Your National Park').[121] By incorporating Gaelic into leaflets, brochures, signs and interpretive panels, visitor attractions can play an important role in increasing the visibility of the language.

A bilingual corporate document is bound to be require more space for text than a monolingual version of the same document, and large amounts of copy may be best presented with 'tilt-and-turn' publishing, i.e. with the two texts published back to back, one right-side-up and one upside-down. The National Library of Wales used to favour a tilt-and-turn layout in its bilingual publications, but it now prefers reproducing Welsh and English on the same pages. Although the interviewee from the National Library of Wales did not feel there was any single right or wrong way to go about publishing bilingually, the use of the two languages side by side can represent can convey a more progressive, confident and embracing message, while also releasing more space for the incorporation of visual elements. The preference for less copy in bilingual publications can also have benefits in allowing for points to be made more concisely. There are design solutions that can be employed to distinguish text in different languages such as the use of italics, different text colours and background colours. The National

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[119] Royal Commission on the Ancient and Historical Monuments of Wales, 'Welsh Language Scheme 2011', available online at: <http://www.rcahmw.gov.uk/media/242.pdf> [accessed 28 February 2013].

[120] Telephone interview with Geoff Miles, Loch Lomond & The Trossachs National Park Head of Marketing and Communications, 27 February 2013.

[121] Loch Lomond & The Trossachs National Park, 'Leaflets', available online at: <http://www.lochlomond-trossachs.org/looking-after/leaflets/menu-id-412.html> [accessed 28 February 2013].

Library of Wales currently works closely with Elfen, a design company with particular expertise in bilingual design.[122] Although Elfen is based in Wales and has considerable experience with the Welsh language in particular, there are many design companies in the UK and internationally that have similar expertise in the use of more than one language.

The English and Welsh version of the Ordnance Survey corporate mark is used frequently on certain map covers. Map legends are also produced bilingually for maps covering Wales. The forms of place-names featured on Ordnance Survey maps are perhaps beyond the scope of the present research, although they do of course represent a significant occurrence of Welsh and Gaelic in publications.
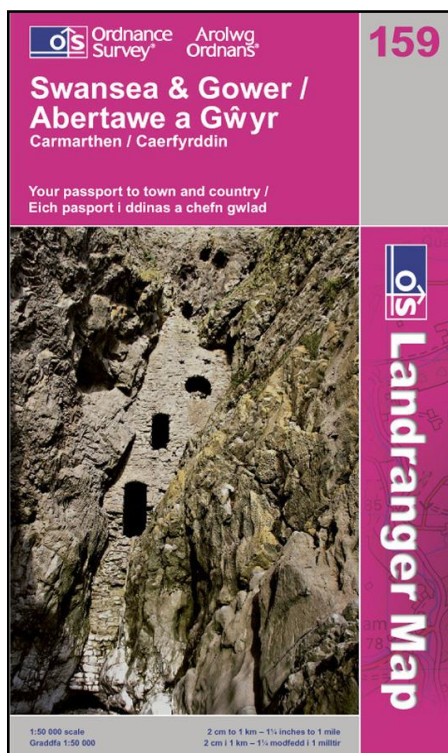

Figure 5.17 The front cover of one of Ordnance Survey's popular 'OS Landranger Map' series, featuring the majority of text in English and in Welsh, including the bilingual version of the corporate visual identity. Most standard commercially available OS maps including parts of Wales in their coverage feature Welsh on their covers. This includes, for example, sheet 162 'Gloucester & Forest of Dean', although the Welsh title in that case ('*Caerloyw a Fforest y Ddena*') appears in smaller type than the English title, since the majority of the land covered by that map lies in England. The neighbouring sheet 172 'Bristol & Bath, Thornbury & Chew Magna' also includes a small part of Wales, but that map's cover does not feature Welsh, possibly because the areas featured do also appear on other sheets.

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[122] Telephone interview with Elwyn Williams, Head of Promotion and Interpretation, National Library of Wales, 27 February 2013.

5.3.5 Advertising

Advertising is key to an organisation's external presentation, so bilingualism may be an important consideration. Advertising outside Wales by Amgueddfa Cymru – National Museum Wales does not need to be bilingual, but bilingual advertising even outside Wales is sometimes considered to be beneficial. For example, the organisation may occasionally advertise vacancies in parts of the UK press that may attract more Welsh-speaking readers than the Welsh press, in absolute terms. The organisation has to take a pragmatic approach to the costs of advertising, however, so a compromise might entail using a small amount of Welsh copy within the advertisement.[123]

5.3.6 Audio-messaging and e-mail signatures

Voicemail and e-mail signatures at Amgueddfa Cymru – National Museum Wales are intended to be bilingual. E-mail signature templates are available, and help is offered for those who are not confident speakers of Welsh. For voicemail, there is the possibility of having a message that is 'top-and-tailed' in Welsh, which might begin with '*Bore da*' ('Good morning'), continue with an out-of-office statement in English and end with '*Diolch*' ('Thank you'). Uptake of these initiatives is not universal and is not policed, but the Head of Publications, who also has responsibility for the organisation's Welsh language policy, gives presentations at staff induction sessions to explain to new staff about the bilingual nature of Amgueddfa Cymru – National Museum Wales.[124]

Creative Scotland has a suite of bilingual stationery and letterheads. E-mail signatures are presently in English but are due to be bilingualised. This procedure is currently pending due to restructuring within the organisation.[125] Maximum efficiency and consistency in this regard could be ensured in this and other organisations by endeavouring to make human resources aware of the potential need for Gaelic translations of job titles at an early stage in any restructuring processes.

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[123] Telephone interview with Head of Publications, Amgueddfa Cymru – National Museum Wales, 7 March 2013.

[124] Ibid.

[125] Telephone interviews with Creative Scotland Marketing Manager and Gaelic Arts & Culture Officer, 7 March 2013.

5.4 Behaviour

5.4.1 Front-of-house service

Reception services are a central aspect of corporate behaviour and employee behaviour. Front-of-house or public-serving staff are the personal face of an organisation and a minimum level of bilingual skills is key to making a full bilingual service provision. As it can be difficult to ensure that fully bilingual staff are available at all times, there are different approaches to meeting commitments in this area. For example, bilingual receptionists are available in core hours at BBC Cymru Wales' offices in Cardiff and Bangor.[126]

The provision of Welsh-language front-of-house services at Amgueddfa Cymru – National Museum Wales varies depending on location. Badges and lanyards are available for Welsh-speaking staff to identify their language abilities and encourage Welsh-speaking visitors to speak with them in Welsh. The museums did receive a complaint from a member of the public learning Welsh who visited the National Museum Cardiff hoping to be able to use the language, but who happened to visit on a day when all the Welsh-speaking front-of-house staff were away or on leave. This complaint has been addressed through recruitment by specifying Welsh as an essential job requirement in certain posts.[127]

5.4.2 Replies to correspondence and telephone calls

The British Broadcasting Corporation as a whole welcomes correspondence in English or Welsh and will reply in the language used by the initiator of the correspondence. BBC Cymru Wales specifically will also initiate correspondence bilingually when the preferred language of the addressee is not known.[128]

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[126] Telephone interview with Rhys Evans, BBC Cymru Wales Strategy and Policy Manager, 27 February 2013.
[127] Telephone interview with Head of Publications, Amgueddfa Cymru – National Museum Wales, 7 March 2013.
[128] BBC, 'Welsh Language Scheme', 17 November 1996, available online at: <http://www.webarchive.org.uk/wayback/archive/20120330025449/http://www.byig-wlb.org.uk/english/publications/publications/welsh%20language%20scheme%20-%20bbc.pdf> [accessed 28 January 2013], p. 8.

In order to comply with its Welsh Language Scheme, the Big Lottery Fund requires all staff based within its offices in Wales to answer the telephone with a bilingual greeting, whether or not they are fluent speakers of Welsh.[129]

Creative Scotland is able to respond in Gaelic to correspondence received in the language. It does not yet have the facility to respond in Gaelic to telephone calls though, as there is only one part-time staff member who is a fluent speaker of Gaelic. Capacity is set to increase with the institution of new posts for a Gaelic Communications Officer and a Gaelic Language Plan Officer.[130]

As Ordnance Survey is based in Southampton, there is not a large pool of Welsh speakers available locally, so the organisation makes use of external translation services when receiving and responding to correspondence in Welsh, allowing the same response times to be maintained as with correspondence in English. Although Ordnance Survey has no public base in Wales, it may sometimes organise planned public encounters in Wales, in which case any material will be produced bilingually as much as possible. For unplanned encounters with the public in Wales, surveyors are equipped with multilingual greeting cards, which also include languages such as Polish and Urdu. These cards explain the activities of surveyors in the field. Non-Welsh-speaking surveyors in Wales are also generally equipped with enough knowledge of the language to be able to explain in Welsh that they do not speak the language.[131]

Ordnance Survey operates an in-house English-language telephone helpline while its Welsh-language helpline is outsourced.[132] Uptake for the Welsh-language helpline is limited: in the period between September 2009 and March 2012, only one genuine call in Welsh was received through that line.[133] The telephone numbers themselves are an interesting case in aiming for equivalent status: the English helpline number is 08456 05 05 05, and the Welsh number is 08456 05 05 04. While the English number is likely to be easier to remember, the Welsh number comes first numerically.

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[129] E-mail from Big Lottery Fund, 13 February 2013.

[130] Telephone interviews with Creative Scotland Marketing Manager and Gaelic Arts & Culture Officer, 7 March 2013.

[131] Telephone interview with Neil Sutherland, Ordnance Survey Briefing and Research Executive, 4 March 2013.

[132] Ibid.

[133] Ordnance Survey, 'Adroddiad Monitro'r Iaith Gymraeg 2012 = Welsh Language Monitoring Report 2012', July 2012, p. 6.

UCAS is based in Cheltenham and struggles to attract Welsh speakers to work in the organisation. It has provided Welsh training to a small number of English-speaking staff in its call centre, but was not able to continue the training for more than one year. UCAS is now considering other ways of supporting Welsh-speaking applicants who may contact the organisation by telephone.[134]

5.4.3 Recruitment and training

Most of the National Library of Wales' day-to-day activities are in Welsh, and posts relating to public services are advertised with Welsh as an essential skill. Internal meetings of senior management also frequently take place in Welsh. The recent appointment of a new Chief Executive and Librarian led to much discussion about whether knowledge of Welsh should be advertised as an essential or a desirable requirement. It was decided not to advertise knowledge of Welsh as an essential or desirable qualification for this senior post, [redacted – personal data   ].[135]

Front-of-house staff in the Scottish Government have been offered training in providing greetings in Gaelic. Staff have not been obliged to take these courses, as there has been more of a focus on raising awareness of the Scottish Government's Gaelic Language Plan, with the expectation this will have a positive effect on staff's openness towards the language, which will then lead to key action being made. There is recognition that it is especially important for a body with the profile of the Scottish Government to set a good example in its use of Gaelic.[136]

Several members of staff of the Crofting Commission regularly attend Gaelic classes during working hours, and more in-depth training has been provided for a fluent Gaelic-speaking employee. There are staff identified as Gaelic speakers who can respond to any telephone enquiries in Gaelic.[137]

5.4.4 General corporate ethos

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[134] E-mail from UCAS, 18 February 2013.
[135] Telephone interview with Elwyn Williams, Head of Promotion and Interpretation, National Library of Wales, 27 February 2013.
[136] Face-to-face interviews with Development Officer and Gaelic Language Plan Development Officer, Gaelic and Scots Unit, Scottish Government, 25 February 2013.
[137] E-mail from Crofting Commission, 12 February 2013.

The Highland Council has taken considerable steps to establish Gaelic as a core element of its corporate ethos, including the incorporation of a 'Gaelic Impact Assessment' when considering policy initiatives, the consideration of implications for Gaelic in all Council Committee Reports, the introduction of standard bilingual welcomes for front-of-house staff and the offer of developmental opportunities for staff to learn Gaelic.[138]

The Department of the Taoiseach has a particular role at the centre of government in Ireland and has therefore tended to emphasise using Irish in certain formal public occasions.[139]

Visit Wales is a department within the Welsh Government and is subject to the Welsh Government's Welsh Language Scheme. Although its main consumer website aimed at audiences outside Wales is exempt from being bilingual, one intriguing project is the current development of a 'Sense of Place' online resource. Visit Wales sees using Welsh as a resource for tourism businesses in strengthening a sense of place.[140]

An Bord Pleanála has an Irish Committee which organises Irish events during Seachtain na Gaeilge and works in collaboration with the Learning and Development Section to offer Irish language tuition. In 2013, four staff members will be taking qualifications in Irish through half-day release from the office for ten weeks, at a cost of €800 per person.[141] Cork City Council subsidises the costs of staff members who wish to send their children on residential Irish language courses.[142]

5.5 Cost implications

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[138] Comhairle na Gàidhealtachd = The Highland Council, 'Plana Gàidhlig 2012-2016 = Gaelic Language Plan 2012-2016', September 2012, available online at: <http://www.highland.gov.uk/NR/rdonlyres/1C46F073-D4F5-442B-A490-6069FEFCC10B/0/gaeliclanguageplan201216final9Nov12.pdf> [accessed 28 February 2013], pp. 59-61.

[139] E-mail from the Department of the Taoiseach, 20 February 2013.

[140] E-mail from Visit Wales, 14 February 2013.

[141] E-mail from An Bord Pleanála, 18 February 2013.

[142] Telephone interview with Senior Staff Officer, Corporate and External Affairs Directorate, Cork City Council, 27 February 2013.

From the survey responses, it is clear that there is no simple formula for determining the extent to which using a bilingual corporate identity leads to increased costs. In many cases, initiatives are cost-neutral or come in at a nominal cost. Some organisations had experiences with specific costs, while others had innovative strategies for cost-saving. The overriding message was that if a bilingual approach to corporate identity becomes part of normal working processes, then there is very little in the way of extra costs.

5.5.1 Translation and publishing

The current minimum rate of remuneration suggested by the Translators Association for translators in the UK is £88.50 per thousand words of prose.[143]

Some elements of Amgueddfa Cymru – National Museum Wales' approach to bilingual corporate identity are considered to bear no extra cost, although bilingual publications and translation do entail additional expenses. The cost implication for printing publications is not as great as the cost of distribution. The organisation employs two in-house translators, who offer a cost-effective service, but they do not have the capacity to cover all the necessary translation work. As a result, an estimated £30,000-£40,000 is spent per year by the organisation on outsourced translations. These would tend to be larger jobs, and the outsourcing is managed by the in-house translators. Outsourced translations are carried out by a translation agency in Cardiff, which is a preferred supplier to Amgueddfa Cymru – National Museum Wales, and occasionally by individual freelance translators, including specialists, such as a translator who specialises in archaeology or a translator who writes in an especially warm style. The organisation is currently investing in translation memory software and a workflow management package to improve the efficiency of the translation process. The workflow management package is intended to save time in managing translation jobs and also to save disk space as it will utilise a cloud-based server to store files.[144]

In order to respond to written correspondence in Gaelic, Loch Lomond & The Trossachs National Park employs a translation company, Global Translation Services. With a usual turnaround time of twenty-four hours, this is a useful

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[143] See the Translators Association website: <http://www.societyofauthors.org/translators-association> [accessed 28 February 2013].
[144] Telephone interview with Head of Publications, Amgueddfa Cymru – National Museum Wales, 7 March 2013.

service that does not create significant costs for an organisation of the size of the National Park, estimated at below £1,000 per year.[145]

City of Cork Vocational Education Committee reported that the cost of translations is a major factor in their bilingual corporate communication, with costs of approximately €0.13 per word. Translations also take time to be carried out.[146] It is notable that this cost is considerably more than the industry standard rate in the UK, which equates to £0.0885 per word.

The Property Registration Authority in Ireland has spent an average of €2,651.41 on translation in the four-year period since 2010.[147] The Office of the Data Protection Commissioner in Ireland spent in the region of €6,000-€7,000 per year in 2010-2012 on translations, in particular for the Annual Report. The Office also spent €11,398 on a newspaper advertisement campaign in connection with its first Irish Language Scheme in 2006, and the purchase in 2007 of the Office's initial batch of bilingual corporate stationery cost €3,888.94.[148] It is important to note, however, that this figure does not in itself reflect any additional cost of producing the material bilingually. Monolingual stationery would likely have had a very similar or identical cost, as printers rarely charge on a word-by-word basis.

The Irish Companies Registration Office reported that if they were required to distribute physical copies of their Director's Report bilingually, it would incur a 'very substantial' additional cost, but when documents are produced electronically there are no such difficulties.[149]

5.5.2 Rebranding and redesign

The Scottish Parliament Corporate Body commissioned a new bilingual logo in 2008 to replace the previous English-only and Gaelic-only corporate identities. It was essential for the new revised core identity to demonstrate equal respect for the

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[145] Telephone interview with Geoff Miles, Loch Lomond & The Trossachs National Park Head of Marketing and Communications, 27 February 2013.

[146] E-mail from City of Cork Vocational Education Committee, 1 February 2013.

[147] E-mail from Property Registration Authority, 7 March 2013.

[148] E-mail from the Office of the Data Protection Commissioner, 18 February 2013.

[149] E-mail from Companies Registration Office, 13 February 2013.

two languages by using the same size text.[150] The cost of the exercise was £3,500, which was covered by Bòrd na Gàidhlig.[151]

The Companies Registration Office in Ireland had to substantially redesign their stationery in order to comply with the regulations. The cost of this exercise was over €8,000.[152]

Highlands and Islands Enterprise (HIE) replaced its signage in 2008 when the local enterprise companies were wound up and area teams were rebranded as HIE, taking this opportunity to update its bilingual logo to show equal respect for English and Gaelic. The organisation has offices across all areas of the Highlands and Islands and also owns and rents out a large number of business premises. The cost of replacing all the signs was approximately £140,000.[153]

5.5.3 Online and telephone services

The Welsh-language helpline is a significant cost for Ordnance Survey, estimated at approximately £12,000 per year, although the cost is deemed to be less than if an in-house service were used, as that would require at least three individuals to be employed in order to ensure consistency of service throughout the year, and recruitment of Welsh-speaking staff is more problematic for an organisation based outside of Wales. Another potential major cost area is related to online information in Welsh, which in this case needs to be limited to more generic and less dynamic content in order to be cost-effective and reduce the cost of ongoing maintenance and translation. Bilingual marketing materials and stationery such as business cards, on the other hand, are not deemed to be a major cost as short print runs are increasingly feasible. The costs of having bilingual versions of the corporate mark are considered to be minimal.[154]

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[150] E-mail from the Scottish Parliamentary Corporate Body, 19 February 2013.

[151] Scottish Parliament, 'Scottish Parliament introduces Gaelic-English bilingual logo', 25 April 2008, available online at: <http://www.scottish.parliament.uk/newsandmediacentre/31680.aspx> [accessed 28 February 2013].

[152] E-mail from Companies Registration Office, 13 February 2013.

[153] E-mail from Highlands and Islands Enterprise, 18 February 2013.

[154] Telephone interview with Neil Sutherland, Ordnance Survey Briefing and Research Executive, 4 March 2013.

5.5.4 Cost-saving by mainstreaming

A key theme in minimising any extra costs from a bilingual approach to corporate identity that was highlighted by a number of respondents is the mainstreaming of bilingualism into an organisation's working practices. For Amgueddfa Cymru – National Museum Wales, it is a matter of good planning, whereby learning to work bilingually pays dividends in cost-effectiveness.[155]

It is difficult to quantify any extra cost implications for BBC Cymru Wales of their bilingual approach to corporate identity. As a bilingual corporation, the use of Welsh is seen to be a key part of BBC Cymru Wales' activities. The interviewee stated that operating bilingually is 'embedded into [BBC Cymru Wales'] institutional DNA'. In addition to being a statutory obligation, it is perceived to be important that the BBC shows leadership in the use of Welsh as a part of reaffirming its public purposes of informing and sustaining citizenship.[156]

In terms of additional expenses from printing costs related to Creative Scotland's approach to bilingual corporate communications, the Marketing Manager interviewed stated that while there are additional costs, the use of two languages instead of one does not double the cost. With Gaelic increasingly becoming a consideration from the outset, it is possible to tailor the content and design of publications with a view to accommodating bilingualism.[157]

In terms of additional costs entailed in bilingual approaches to corporate identity, the experience of the Head of Promotion and Interpretation at the National Library of Wales suggests that costs can be minimised once bilingual operations are seen as part and parcel of the way an organisation works. Once an organisation starts incorporating bilingualism in its core processes, it becomes ingrained in the corporate ethos and will present fewer cost implications.[158]

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[155] Telephone interview with Head of Publications, Amgueddfa Cymru – National Museum Wales, 7 March 2013.

[156] Telephone interview with Rhys Evans, BBC Cymru Wales Strategy and Policy Manager, 27 February 2013.

[157] Telephone interviews with Creative Scotland Marketing Manager and Gaelic Arts & Culture Officer, 7 March 2013.

[158] Telephone interview with Elwyn Williams, Head of Promotion and Interpretation, National Library of Wales, 27 February 2013.

5.5.5 Cost-saving by pooling resources

Loch Lomond & The Trossachs National Park makes good use of relationships with other organisations to minimise cost increases in its work. It has a close partnership with the Cairngorms National Park Authority and the two authorities have produced joint reports. It works with Bòrd na Gàidhlig on the use of Gaelic in Park signage, and has received funding from the Gaelic Language Act Implementation Fund to support its activities in other areas of its Gaelic Language Plan. Should the need arise for Gaelic interpretation services, the National Park has access to Scottish Natural Heritage's Gaelic Language Officer, although it has not yet had cause to avail itself of this resource.[159] The pooling of resources with other bodies can be an effective solution for organisations in managing their requirements for servicing Gaelic.

In-house Irish training for staff at the Office of the Data Commissioner has been provided on a cost-neutral basis by Gaeleagras, an organisation that serves Irish language needs in the Irish Civil Service.[160]

5.5.6 'Cost-neutral' approaches

In terms of the expense of the Scottish Government's approach to bilingual corporate identity, the development of the bilingual visual identity is seen as cost-neutral since a comprehensive change to the corporate visual identity was already taking place. There is an extra material cost for signage to incorporate both languages and for bilingual publications, but these are nominal additional costs. The appointment of a Gaelic Language Plan Development Officer has made translation work more cost-effective, as that employee is able to carry out small ad hoc translations in normal working time.[161]

For the Central Bank of Ireland, costs involved in the development and maintenance of the Bank's bilingual framework 'are not material in the context of the Bank's overall operating budget.[162]

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[159] Telephone interview with Geoff Miles, Loch Lomond & The Trossachs National Park Head of Marketing and Communications, 27 February 2013.
[160] E-mail from the Office of the Data Protection Commissioner, 18 February 2013.
[161] Face-to-face interviews with Development Officer and Gaelic Language Plan Development Officer, Gaelic and Scots Unit, Scottish Government, 25 February 2013.
[162] E-mail from the Central Bank of Ireland, 6 February 2013.

The Irish Language Officer of the Office for the Director of Corporate Enforcement explained that the cost implications of bilingual corporate identity 'will be a challenge as budgets are cut back', but that the organisation has generally managed to keep costs to a minimum.[163]

Cork City Council reported that there was no extra cost in incorporating a bilingual approach to their corporate visual identity as it was carried out as part of a general rebranding when the body changed from a corporation to a council. Headed stationery is not charged per word, so there were no extra cost implications there either.[164]

The Highland Council reported that they 'don't hold data on extra costs – if indeed there are any – as Gaelic usage in terms of corporate identity is generally normalised within [Highland Council] operations and even the costs of bilingual road signs have been established as minimal'.[165]

5.6 Private sector: McDonald's

McDonald's Restaurants Ltd was the only private sector respondent to provide substantive information about bilingualism in their corporate identity. Interestingly, some other private companies that have erected bilingual signage in Scotland and Wales declined to provide information on grounds of commercial sensitivity.

65% of the 1,200 McDonald's outlets in the UK are owned and run by franchisees, who decide on the appropriate signage needs of their outlets. There are no company-wide formal guidelines for the company to produce bilingual signage on a regular basis, but central departments support individual outlets in planning and producing customer-facing signage and communications or employee materials in languages other than English where a local need is identified.[166]

Among the outlets where other languages are used are franchises in Inverness and Fort William that have some basic signage in Gaelic, and franchises in Wales where Welsh is visible on signage both inside and outside. A large number of McDonald's

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[163] E-mail from the Office of the Director of Corporate Enforcement, 11 February 2013.
[164] Telephone interview with Senior Staff Officer, Corporate and External Affairs Directorate, Cork City Council, 27 February 2013.
[165] E-mail from The Highland Council, 12 February 2013.
[166] E-mail from McDonald's Restaurants Ltd., 13 February 2013.

employees in Wales speak Welsh and will communicate in Welsh with customers if spoken to in the language, but knowledge of Welsh is not a job requirement. The company will soon be introducing self-order kiosks in UK outlets, and those in Wales will include the option to carry out on-screen transactions in Welsh.[167]

It has been demonstrated elsewhere that the websites of global corporations aimed at audiences in, for example, the UK and the USA, stress the corporations' emphasis on corporate citizenship: 'Environmental protection, economic development and community work are always their concerns.'[168] By way of example, 'McDonald's UK highlights its cooperative attitude towards local community groups when deciding to open a new restaurant'.[169] Indeed, apart from the practicalities of Welsh speakers being able to place orders in Welsh, the use of minority languages by McDonald's and other companies can contribute to an impression of local community engagement.

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[167] Ibid.

[168] Lee, So and Wong, p. 285.

[169] Ibid., p. 286.

6 Conclusions

Among the key development areas in the National Gaelic Language Plan 2012-2017 is the use of Gaelic in places of work. A corporate identity relates both to the external presentation of an organisation and to aspects of its internal functioning, so it is an important arena in which Gaelic can be promoted in the workplace. Beyond an organisation's commitment to Gaelic specifically, a bilingual corporate identity can signal an organisation's approach to social responsibility, multicultural awareness and community engagement. It is vital to remember, however, that 'a corporate identity aspiring to ethical characteristics or socially responsible image cannot simply be an isolated slogan, a collection of phrases; rather, such underlying identities […] require tangibility, visibility, and perhaps consistency with other aspects of corporation'.[170]

Although bilingual corporate visual identity is only one aspect of bilingual corporate identity, it can be a useful first step for an organisation in acknowledging its commitment to a bilingual society. Bilingual corporate visual identities can help to establish a visual presence for minority languages and contribute towards their subjective ethnolinguistic vitality (see section 3.3 above). This visual identity should be supported by a bilingual strategy for controlled corporate communication (including signage, websites, stationery, publications, advertising, audio-messaging, e-mail signatures, straplines and disclaimers). A bilingual corporate identity should also be reflected in corporate behaviour and ethos (including front-of-house services, replies to correspondence and telephone calls, and recruitment and training). In Scotland, Gaelic Language Plans should make clearer statements regarding the use of Gaelic in corporate identities, as many current plans fall short of making clear commitments, including those developed by many local authorities (see section 4.1.1 above). High-status national or regional organisations can have a particular impact in this field, setting an example for others to follow.

Another important advantage of the use of minority languages in corporate identity is that this can strengthen an organisation's 'sense of place' and reinforce its distinctive image. It is worth noting the proactive approach taken in this regard

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[170] Janet L. Borgerson, Martin Escudero Magnusson and Frank Magnusson, 'Branding Ethics: Negotiating Benetton's Identity and Image', in *Brand Culture*, ed. by Jonathan E. Schroeder and Miriam Salzer-Mörling (Abingdon: Routledge, 2006), pp. 171-185 (p. 172).

by many businesses, including major national chains and smaller local enterprises, and the particular importance of 'sense of place' to the tourism industry.

A truly bilingual corporate visual identity should show equal respect for the two languages used. Best practice is therefore to develop a single bilingual logo, used consistently. The spatial nature of text makes it important to evaluate the composition to ensure the languages are equally salient and prominent. This will normally necessitate displaying the languages in the same size of text and in the same typeface. Creative solutions can be adopted to balance prominence, such as colour differentiation (see figures 4.8-4.9) or rotating the axes on which text is displayed (see figure 5.1).

In order to be fully bilingual, visual identities should convey the same information in both languages. As a result, logos based primarily on initials or an abbreviation in only one language do not demonstrate entirely equal respect for both languages. It is questionable practice to use two separate, parallel monolingual identities if the minority language identity will be confined to language-specific contexts. An inconsistent approach may also weaken an organisation's brand. The use of a separate bilingual visual identity may, however, be appropriate for UK-wide organisations that wish to develop separate identities for nation-specific contexts, rather than language-specific contexts (see, for example, section 5.2.4 and figure 5.17).

Useful guidelines exist for the bilingual presentation of online content (see section 3.2 above), although Web 2.0 technologies are presenting new challenges. Some organisations could benefit from greater external guidance in this field as it can be difficult for to establish an approach that is suitable for the public, providing dynamic as well as static content, while using resources proportionate to an organisation's size and general extent of online activities.

Many organisations that have adopted bilingual approaches to corporate identity see this as cost-neutral (see section 5.5.6 above). The most likely areas to incur additional costs as a result of a bilingual approach appear to be in corporate communication, particularly in connection with translation and bilingual publishing (see section 5.5.1 above). Some organisations that require large amounts of translation work reported that in-house translation is more cost-effective than outsourcing. Bilingual communications staff or in-house translators may, of course, be able to perform other tasks within the scope of their work. Bilingual publications can entail extra costs by virtue of their increased length, but this cost is not necessarily double the cost of a monolingual publication. An effective scoring system (see section 5.3.4 above) can allow for better selection of which publications

should be produced bilingually, or which should be produced in separate language versions. The trend for more publications to be made available electronically rather than in physical formats also minimises costs.

Another productive approach to saving costs when servicing minority languages lies in the pooling of staff resources with other organisations and greater co-operation between bodies. For example, it is not inconceivable that smaller organisations may share Gaelic Language Officers or bilingual communications staff with other same-sector organisations.

An especially strong message that emerged from the survey conducted in this report was that good, consistent organisational planning is the most effective method of limiting any extra costs deriving from a bilingual approach to corporate identity. This can ensure that bilingualism is ingrained in an organisation's normal practices and becomes part of the broader corporate ethos. In particular, bilingualism should be considered from the outset in any rebranding exercises, which enables a bilingual approach to be adopted at no extra cost. It is especially important for corporate awareness of the minority language to be strengthened when wide-ranging restructuring or organisational reforms are imminent so that corporate language policy issues are not overlooked.

Bòrd na Gàidhlig can assist public sector organisations by providing support from the Gaelic Language Act Implementation Fund to contribute towards the development of bilingual corporate identities. Private sector organisations and charities, meanwhile, may be able to apply to Comunn na Gàidhlig for support under its Bilingual Signs & Marketing scheme.

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