

RELEASE IN PART B5

**From:** McHale, Judith A <McHaleJA@state.gov>  
**Sent:** Sunday, May 29, 2011 7:03 AM  
**To:** H  
**Cc:** Mills, Cheryl D; Sullivan, Jacob J  
**Subject:** RE: Branding

I would love to and will check what's possible next week.

I am still working on a formal recommendation for you which I will have ready shortly. I've discussed it with Tom Nides and plan to send Raj a draft before I send it to you. I have had a number of discussions with some of the people with whom we had dinner in December. The consensus is that, as I said in my last email, we need to pursue a two step process. First, clean up the mess and impose some discipline by mandating the use of a "classic" flag. Second develop a small number of more "creative" options for people to use on a variety of goods and services.

In terms of the first step we are figuring out how to get through a period when the things in the pipeline are cleared out. Based on my discussions with the team in Islamabad this could take 6 months or longer. The new process would begin immediately but the old chaos will still be evident for a period of time. I'm also trying to figure out ways to make this as simple as possible so we can address head on all the internal resistance I am sure we will encounter. For example, we will create a high resolution, digital version of the image of the flag we want people to use and post it on info central so it will be ready to use and easy to download ----no excuses !!

It has occurred to me that we probably don't even want to know how much money is spent each year developing all the "creative" logos that are used throughout the Department. We don't have many graphic designers on staff and certainly none at our Posts. When I was in Portugal our PAO proudly showed me a logo design she had worked with a local marketing firm to create which included elements of the flag (stars and stripes) incorporated into an image of a chicken, one of Portugal's national images ( I am not making this up!). I'm sure the design work cost several thousand dollars at least. Multiply that across all our bureaus and missions and you probably come up with a sizeable chunk of change that could be deployed elsewhere.

Will keep you posted. Stay tuned.

jm

---

**From:** H [mailto:HDR22@clintonemail.com]  
**Sent:** Saturday, May 28, 2011 1:19 PM  
**To:** McHale, Judith A  
**Subject:** Re: Branding

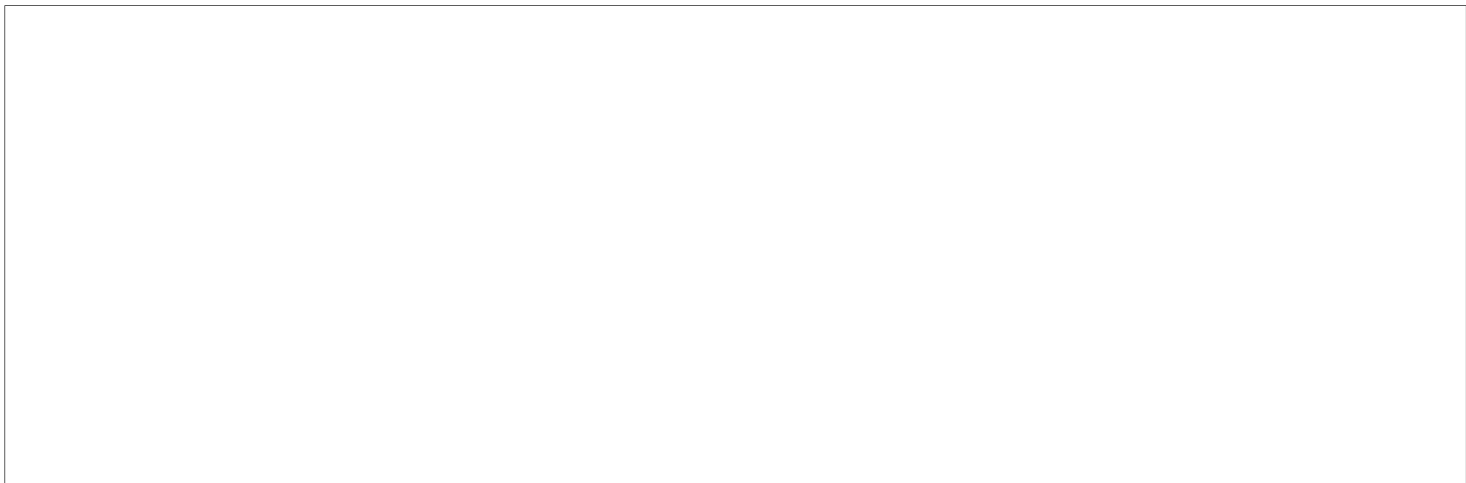
Is there any chance you could continue working on this on contract after you leave?

---

**From:** McHale, Judith A [mailto:McHaleJA@state.gov]  
**Sent:** Thursday, May 19, 2011 06:19 AM  
**To:** H  
**Cc:** Mills, Cheryl D <MillsCD@state.gov>; Sullivan, Jacob J <SullivanJJ@state.gov>  
**Subject:** Branding

I am working on a paper for you on branding but thought I would give you a preview of my thinking while the formal recommendation works its way through the clearance process.

As you know the issue of branding continues to be a major challenge. Despite the fact that the USG spends billions of dollars each year administering a broad array of programs and initiatives, there is little recognition among foreign publics of the extent of our investments and assistance. There are literally hundreds of different logos and branding treatments across government departments and agencies with little or no reference to the United States. In many cases, specific branding requirements in contracts with our implementing partners are either waived or ignored. While it is relatively easy to identify the problem, finding a solution is difficult even within our own Department. There are probably a number of reasons for this --- everything from "institutional egos" to the need to focus on more immediate priorities. Yet each day that passes without a resolution of this matter is a day we lose to promote our national interests.



B5

I hope to have the paper to you for your consideration by the end of next week. In the meantime I'd be happy to answer any questions.

jm

Judith A. McHale  
Under Secretary for Public Diplomacy and Public Affairs  
U.S. Department of State  
Washington, D.C.