



**COLLEGE OF BUSINESS EDUCATION
(CBE)**

BRAND IDENTITY MANUAL

Visual and Verbal Identity Standards

July, 2026

Foreword

A brand is more than a logo or a colour scheme. It is the sum of every impression the College of Business Education leaves in a classroom, on a certificate, on a signboard at the campus gate, or in a single social media post shared thousands of times. For an institution founded in 1965 and trusted with educating generations of Tanzania's business leaders, that impression carries the weight of six decades of heritage.

This Brand Identity Manual exists so that trust is never left to chance. It gives every member of staff, every campus, every partner, and every vendor a single, unambiguous reference for how CBE presents itself to the world consistently, professionally, and with the pride our history has earned.

I ask every Head of Department, Campus Director, Brand Champion, and member of staff to treat this Manual not as a constraint on creativity, but as the shared discipline that protects something all of us have built together. Where a situation is not covered here, or where doubt exists, the Head of Communications and Marketing Unit is always the first point of call.

I commend this Manual to the College and look forward to a brand that speaks, in every touchpoint, to the standard of excellence CBE has always represented.

Prof. Edda Tandi Lwoga

Rector

College of Business Education



Executive Summary

This Brand Identity Manual establishes the complete visual and verbal identity system for the College of Business Education (CBE) and governs its application across print, digital, environmental, and promotional communications at all four campuses.

The Manual is organised into fourteen parts, moving from foundational brand elements through to day-to-day application and governance:

- Parts 1–5 set out the brand foundation purpose, heritage, positioning, the CBE logo, colour palette, typography, and tone of voice.
- Parts 6–9 cover applied identity photography, stationery, digital platforms, and physical signage.
- Part 10 defines how the CBE master brand relates to campuses, programmes, and partners, including the naming of College sports events.
- Part 11 sets standards for branded merchandise.
- Part 12 establishes how compliance is monitored and enforced, including the three-level violation framework.
- Part 13 provides contact points and access to the Digital Asset Library of approved templates and files.
- Part 14 (new in this edition) sets out how the brand is protected and communicated during a crisis.

Three principles run through every section of this Manual:

- Consistency CBE Blue, white, and the approved typefaces (Tahoma and Times New Roman) are used the same way everywhere, by everyone.
- Accountability the Head of Communications and Marketing Unit (HCMU), supported by Campus Brand Champions, reviews and approves all branded material before it is produced or published.
- Protection the CBE logo and brand assets may only be used in their approved forms, safeguarding six decades of institutional reputation.

All staff, students, agents, vendors, and partners acting on behalf of CBE are expected to be familiar with, and to apply, the standards in this Manual. Enquiries on interpretation or exceptions should be directed to the HCMU, whose contact details appear in Part 13.

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PART 1: INTRODUCTION AND PURPOSE

1.1 Purpose of this Manual

This Brand Identity Manual establishes the comprehensive visual and verbal identity standards for the College of Business Education (CBE). It is designed to ensure that every communication, publication, digital asset, promotional material, and physical environment associated with CBE projects a consistent, professional, and compelling institutional identity that reinforces the College's strategic positioning.

1.2 Scope and Application

This Manual applies to all CBE staff, students, authorised agents, vendors, partner organisations, and any party acting on behalf of the institution across all campuses. It governs every form of institutional communication including print, digital platforms, signage, promotional materials, stationery, event branding, branded merchandise, advertising, and co-branded outputs. All marketing materials, publications, social media content, and event branding produced in CBE's name must strictly comply with the standards set out in this Manual, which external vendors and partners will be contractually bound to follow.

1.3 Brand Manual Governance

The Head of Communications and Marketing Unit (HCMU) is responsible for administering, enforcing, interpreting, and updating the Brand Identity Manual, with campus-level compliance support from Heads of Marketing, Internationalization Convocation Collaboration and Alumni (HMICCA). Any exceptions must get HCMU approval. The Manual shall be reviewed every five years alongside the Communications and Marketing Policy, or earlier when necessary.

1.4 Brand Foundation

1.4.1 Brand Heritage

Founded in 1965 by Act of Parliament No. 31, the College of Business Education is one of Tanzania's most established public higher education institutions. Over six decades, CBE has built a reputation for producing competent business professionals who serve in both the public and private sectors across Tanzania and beyond. This heritage of excellence, integrity, and national service forms the foundation of the CBE brand.

1.4.2 Brand Positioning Statement

Brand Positioning Statement

College of Business Education is Tanzania's leading public business institution, serving students, employers, and partners. With over 60 years of history, the college offers programmes ranging from certificate to master's level. It has an expanding international presence, and produces skilled graduates who contribute to Tanzania's economic growth.

1.4.3 Tagline

The official CBE tagline is:

"CBE — For Business Success"

The tagline shall appear on all official publications, promotional materials, and digital platforms. It shall always be presented in the approved typeface and colour scheme as specified in this Manual. No alternative taglines, slogans, or modifications of the approved tagline may be used without written HCMU approval.



PART 2: THE CBE LOGO

2.1 Primary Logo

The CBE logo is the single most important element of the College's visual identity. It serves as the primary identifier of the institution and shall be used consistently across all communications and materials.



Figure 1: CBE Primary Logo Configuration

The primary logo shall be used in all formal and official contexts. It is the default logo for all publications, stationery, signage, digital platforms, and promotional materials.

2.2 Logo Clear Space

To maintain the visual integrity and prominence of the CBE logo, a minimum clear space must be maintained around the logo at all times. No text, graphics, images, or other design elements may encroach into this protected area.

Protected Area

X = clear space on all four sides [CBE LOGO] X

The clear space "X" is defined as the height of the letter "C" in the CBE wordmark.

Figure 2: Logo Clear Space Requirements

This distance must be maintained on all four sides of the logo, measured from the outermost point of the logo to the nearest element.

2.3 Minimum Size

To ensure legibility and visual quality, the CBE logo must not be reproduced below the following minimum sizes:

Print	Digital
Minimum width: 25mm (approximately 1 inch)	Minimum width: 120 pixels (at 72 dpi resolution)

Figure 3: Minimum Logo Size Standards

2.4 Logo Variations

The following approved logo variations are available. Only these variations may be used; no other colour treatments, modifications, or recreations are permitted.

Full Colour	Reversed	Mono Black	Mono White
Primary use	Dark backgrounds	B&W printing	Watermarks

Figure 4: Logo Variations and Approved Colour Treatments

2.5 Prohibited Logo Modifications

The following modifications to the CBE logo are strictly prohibited. Any materials found to contain such modifications shall be immediately recalled and corrected.

✗ Not Permitted	✓ Correct Usage
Do not stretch or distort	Use approved files only
Do not change logo colours	Maintain clear space
Do not add shadows or effects	Respect minimum size
Do not rotate the logo	Use high-resolution files
Do not crop any part of the logo	Contact HCMU if unsure

Figure 5: Prohibited Logo Modifications (left) vs. Correct Usage (right)

PART 3: COLOUR PALETTE

3.1 Official CBE Colours

The College of Business Education has two official brand colours: CBE Blue and White. These two colours constitute the complete CBE brand palette and must be the dominant colours in all institutional communications, publications, signage, digital platforms, and branded materials. No additional colours may be presented or used as CBE brand colours without formal approval by the Governing Body.

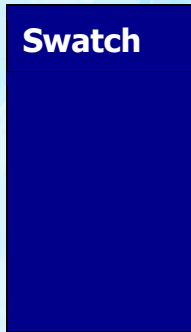
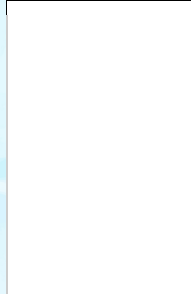
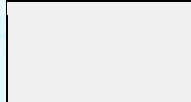
Swatch	Name	Hex	Pantone	Usage
	CBE Blue	#0001BE	N/A	Primary colour for backgrounds, headings, logo, signage, formal text, and all brand-defining elements
	White	#FFFFFF	N/A	Primary backgrounds, body text areas, contrast elements, breathing space, and reversed logo applications

Table 1: CBE Official Colour Palette Specifications

3.2 Functional Design Colours

In addition to the two official brand colours, the following neutral and functional tones may be used for practical design purposes such as body text, subtle background tints, and divider lines. These are not CBE brand colours and shall never be presented as part of the CBE colour identity. They serve purely as supporting design elements to ensure readability and visual hierarchy.

Swatch	Name	Hex	Functional Purpose
	Charcoal	#333333	Body text and secondary headings for readability
	Light Grey	#F0F0F0	Subtle background fills, section dividers, form fields

Swatch	Name	Hex	Functional Purpose
	Dark Grey	#666666	Captions, footnotes, and tertiary information

Table 2: Functional Design Colours

3.3 Colour Application Guidelines

Colour Usage Proportions

60% — White: primary backgrounds, content areas, and breathing space

30% — CBE Blue: headers, footers, headings, navigation bars, logo areas, and key accent elements

10% — Functional neutrals (charcoal, grey): body text, captions, and subtle design elements

Figure 6: Colour Usage Proportions

The 60-30-10 rule ensures visual consistency and a clean, professional appearance. White shall always be the dominant background colour in printed publications and digital platforms. CBE Blue shall be used for all headings, branded panels, navigation elements, and formal emphasis. Functional neutrals shall never dominate or replace the two official brand colours.

Under no circumstances shall colours from external organisations, partner institutions, or personal preferences be introduced into CBE-branded materials without written HCMU approval.

PART 4: TYPOGRAPHY

4.1 Primary Typeface for Official Documents

Tahoma is the primary official typeface for all CBE communications. It is a clean, modern sans-serif font that is universally available across all operating systems and offers excellent readability in both print and digital formats.

Tahoma

Tahoma Bold — for headings and emphasis

Tahoma Regular — for body text and general content

ABCDEFGHIJKLMNOPQRSTUVWXYZ abcdefghijklmnopqrstuvwxyz 0123456789

4.2 Secondary Typeface

Times New Roman serves as the secondary typeface for formal, ceremonial, and prestige communications such as invitations, certificates, and the tagline. It is a classic serif font that complements Tahoma and adds warmth and authority.

Times New Roman

Times New Roman Italic — for the tagline

Times New Roman Regular — for formal text and quotes

ABCDEFGHIJKLMNOPQRSTUVWXYZ abcdefghijklmnopqrstuvwxyz 0123456789

4.3 Typographic Hierarchy

Element	Typeface	Size	Weight	Colour	Case
Document Title	Tahoma	28pt	Bold	Black	Title Case
Chapter Heading (H1)	Tahoma	18pt	Bold	Black	Title Case
Section Heading (H2)	Tahoma	15pt	Bold	Black	Title Case
Subsection (H3)	Tahoma	13pt	Bold	Black	Title Case
Body Text	Tahoma	12pt	Regular	Black	Sentence case

Element	Typeface	Size	Weight	Colour	Case
Tagline	Times New Roman	10pt	Italic	Black	Title Case
Captions / Footnotes	Times New Roman	10pt	Regular	Black	Sentence case
Table Headers	Tahoma	11pt	Bold	Black	Title Case

Table 3: Typographic Specifications

PART 5: TONE OF VOICE AND MESSAGING

5.1 Brand Voice

The CBE brand voice is the consistent personality and tone expressed through all written and spoken communications. Every piece of communication, whether a press release, social media post, prospectus page, or internal memo, must reflect the following brand voice attributes:

Attribute	What It Means	How It Sounds
Authoritative	CBE speaks from a position of established expertise and institutional heritage. We are confident in our academic strengths.	Clear, evidence-based statements. No hedging or unnecessary qualifiers.
Approachable	Despite our authority, CBE is warm, welcoming, and accessible. We communicate to include, not to exclude.	Simple, direct language. Avoids jargon when speaking to prospective students and the public.
Progressive	CBE embraces innovation, digital transformation, and forward-thinking education while honouring its heritage.	Optimistic, future-oriented language. References to Vision 2075 and institutional evolution.
Professional	All communications maintain the highest standards of accuracy, grammar, and presentation.	Formal but not stiff. Every publication is proofread, fact-checked, and brand-compliant.
Inclusive	CBE communicates respect for diversity, equity, and accessibility across all audiences and platforms.	Gender-neutral language. Accessible formats. Bilingual (English and Kiswahili) where appropriate.

Table 4: Brand Voice Attributes

5.2 Language Policy

The official language of CBE's institutional communications is English. Kiswahili shall be used for communications targeting Tanzanian domestic audiences, including school outreach, community engagement, radio advertising, and student-facing communications where appropriate. Marketing materials for domestic audiences should be produced in

both English and Kiswahili where resources permit. All policy documents, reports, press releases, and Board papers shall be in English, except College Baraza meetings and documents.

5.3 Key Messages

The following core messages shall be consistently communicated across all platforms and materials:

- CBE is Tanzania's most established public business college, with over 60 years of excellence.
- Four campuses nationwide ensure accessible, quality business education across Tanzania.
- CBE offers programmes from certificate to master's degree, producing competent professionals who drive economic growth.
- CBE's graduates are among the most employable in Tanzania, serving in leadership positions across the public and private sectors.
- CBE is investing in digital transformation, international partnerships, and innovation to prepare students for the future of business.
- CBE is committed to providing excellence, equity, and the highest standards of academic integrity.

PART 6: IMAGERY AND PHOTOGRAPHY

6.1 Photography Style

All photography used in CBE's marketing materials shall be professional and accurately represent CBE's facilities, staff, and students. The following guidelines apply to all photographic content:

Preferred Subjects	Technical Standards
Students engaged in learning activities Campus buildings and modern facilities Graduation ceremonies and celebrations Research and consultancy activities Community engagement and events	Minimum 300 dpi for print Natural lighting preferred Diverse representation required Written consent for identifiable faces No AI-generated images without disclosure

Figure 7: Photography Style Guide

6.2 Image Treatment

When photographs are used in CBE publications, images may be placed at full bleed and in defined frames.

6.3 AI-Generated Images

In accordance with the Communications and Marketing Policy 2026, AI-generated images shall not be used in official marketing materials without explicit HCMU review and approval. When approved for use, AI-generated or AI-enhanced images must be clearly labelled as such and must not misrepresent CBE facilities, staff, or students.

PART 7: STATIONERY AND TEMPLATES

7.1 Letterhead

The CBE letterhead is the most commonly used branded item and must maintain the highest standards of consistency. All official correspondence, internal and external, shall use the approved letterhead template.

Letterhead Content Block

Header: Coat of Arms — THE UNITED REPUBLIC OF TANZANIA — MINISTRY OF INDUSTRY AND TRADE — COLLEGE OF BUSINESS EDUCATION (Incorporated by Act of Parliament, Cap. 315 R.E 2023) — CBE Logo

Ref: Date:

[Letter content area — minimum 1-inch margins on all sides]

Footer: Bibi Titi Mohamed Road, P.O. Box 1968, Dar es Salaam · Tel: +255 22 215 0177 · Fax: +255 22 215 0122 · Email: rector@cbe.ac.tz · Website: www.cbe.ac.tz

Figure 8: Letterhead Layout Specification

7.2 Business Cards

Item	Dimensions	Paper	Finish
Business Card	90 × 55 mm	350 gsm art card	Matt lamination
Letterhead (A4)	210 × 297 mm	120 gsm bond	Offset print
A4 Envelope	324 × 229 mm	120 gsm white	Offset print
DL Envelope	220 × 110 mm	120 gsm white	Offset print
A4 Folder	310 × 235 mm	350 gsm art card	Spot UV + matt

Table 5: Stationery Dimensions and Specifications

Front	Back
[CBE Logo] Dr. John K. Mwanga Head of Communications and Marketing +255 22 215 0177 j.mwanga@cbe.ac.tz www.cbe.ac.tz	COLLEGE OF BUSINESS EDUCATION "CBE — For Business Success" Dar es Salaam · Dodoma · Mwanza · Mbeya

Figure 9: Business Card Layout

PART 8: DIGITAL BRAND GUIDELINES

8.1 Website

The CBE website (www.cbe.ac.tz) is the primary official digital platform. All website content, design, and user experience must comply with this Brand Manual. The website shall be mobile-first and SEO-optimised, with a target of 6 million unique visitors per year by 2030/31 as mandated by the CSP 2026/27–2030/31.

The website colour scheme shall follow the CBE official palette with CBE Blue as the header and footer background, white as the primary content background, and navy accents for links and calls-to-action. Typography shall use web-safe equivalents of the approved typefaces.

8.2 Social Media

CBE's official social media presence spans Facebook, Instagram, X (Twitter), LinkedIn, YouTube, and an institutional blog. Only HCMU-authorised staff shall post on official accounts. The following profile requirements apply:

Platform	Profile Photo	Cover Image	Bio / Description
Facebook	CBE Logo (180×180)	Campus photo (820×312)	Official tagline + website link (www.cbe.ac.tz)
Instagram	CBE Logo (110×110)	N/A	Campus highlights (all campuses)
X (Twitter)	CBE Logo (400×400)	Brand banner (1500×500)	Tagline · #CBEforBusinessSuccess
LinkedIn	CBE Logo (300×300)	Campus photo (1128×191)	Full institutional description
YouTube	CBE Logo (800×800)	Channel art (2560×1440)	Academic excellence narrative

Table 6: Social Media Profile Requirements

Post Template	Story Template	Quote Template
[Image area] Navy overlay + white text Logo bottom-right	[Full-bleed image] Navy gradient overlay Logo + tagline bottom	"Quote text" Light background Navy accent bar

Figure 10: Social Media Profile Templates

8.3 Email Signatures

All CBE staff shall use the standardised email signature format below. No personal modifications, additional logos, or non-standard fonts are permitted.

Email Signature

Dr. John K. Mwanga
Head of Communications and Marketing Unit
College of Business Education
P.O. Box 1968, Dar es Salaam, Tanzania
Mobile: +255 22 215 0177 | Email: j.mwanga@cbe.ac.tz
Website: www.cbe.ac.tz
"CBE — For Business Success"

PART 9: SIGNAGE AND ENVIRONMENTAL BRANDING

9.1 Building Signage

All building signage at CBE campuses shall comply with the approved brand identity standards and no signage shall be installed without the formal approval of the College Governing Body. Approved signage must use the full-colour CBE logo on a white or navy background, with the institution name displayed in the approved typeface. In line with the CSP 2026/27–2030/31, the College Governing Body has mandated a target of 16 branded signage pieces across all four campuses to be completed by 2030/31.

Signage Type	Dimensions	Material	Illumination
Main Gate Sign	5000 × 1500 mm	Aluminium composite	LED backlit
Building Name	2000 × 800 mm	Aluminium composite	LED backlit
Directional Sign	600 × 300 mm	Aluminium composite	Reflective
Information Board	1800 × 1200 mm	Tempered glass + aluminium	Internal LED
Banner Stand	850 × 2000 mm	Polyester fabric	Not applicable
Vehicle Branding	Full wrap or panels	Vinyl wrap	Not applicable

Table 7: Signage Size Standards

Sample Building Sign

[CBE Logo]

COLLEGE OF BUSINESS EDUCATION

DAR ES SALAAM CAMPUS

"CBE — For Business Success"

Figure 11: Building Signage Specifications

9.2 Campus Wayfinding

A consistent wayfinding system shall be implemented across all four campuses using the CBE colour palette, approved typefaces, and standardised pictograms. All directional signage shall include the CBE logo and use CBE Blue as the primary background colour



with white text. Campus-specific information shall be displayed in white on a navy background for maximum readability and brand consistency.

9.3 Event Branding

All CBE participation in external exhibitions, education fairs, and community events shall use approved branded materials including pull-up banners, table covers, brochure stands, and promotional items. Event branding shall comply with this Manual. Campus Directors shall not authorise event branding that deviates from CBE's approved visual identity. The HCMU is responsible for supplying approved templates and materials for all events.

PART 10: BRAND ARCHITECTURE

10.1 Overview

CBE operates a branded house architecture, meaning all entities operate under a single unified CBE brand. Individual campuses, departments, and programmes are sub-brands within the CBE master brand. This approach ensures maximum brand equity, consistency, and recognition across all audiences and markets.

Level	Entity	Brand Treatment
Master Brand	College of Business Education	Full logo + tagline. Used in all institutional communications.
Campus Sub-brand	CBE Dar es Salaam / Dodoma / Mwanza / Mbeya	CBE logo + campus name in approved format.
Academic Programme	e.g. Bachelor of Accountancy	Programme name in Tahoma Bold, CBE Navy. Always with CBE logo.
Research Centre	e.g. Metrology Lab	Centre name + CBE logo. No independent logos permitted.
Student Organisation	CBESO	CBESO name under CBE logo. Subject to HCMU approval.
Investment Vehicle	CBE Holding Company / PPP / JV	Co-branded with CBE logo prominent. HCMU + Rector approval required.
International Partner	e.g. SWUFE–CBE Double Degree	Dual-logo co-branding. CBE logo equal or larger. HCMU approval required.

Table 8: Brand Architecture — Entity Classifications

Brand Architecture Framework

COLLEGE OF BUSINESS EDUCATION — Master Brand



Dar es Salaam Campus · Dodoma Campus · Mwanza Campus · Mbeya Campus



Academic Programmes · Research Centres · CBESO · Investment Vehicles · International Partners

Figure 12: Brand Architecture Framework

10.2 Co-branding Guidelines

When CBE enters into co-branding arrangements with partner institutions (e.g., the SWUFE–CBE double-degree programme), the following rules apply:

- i.** the CBE logo shall appear at equal or greater prominence than the partner logo;
- ii.** all co-branded materials must be approved by the HCMU before production;
- iii.** the CBE colour palette shall be the dominant palette in any co-branded material; and
- iv.** the partner's logo shall not be placed in a position that could imply CBE is a subordinate entity.

10.3 Naming of College Sports Competitions and Tournaments

All sports competitions, tournaments, championships, leagues, and related sporting events organised, hosted, sponsored, or officially sanctioned by the College shall constitute official CBE-branded events. Their names shall comply with this Manual to promote a consistent institutional identity and protect the College brand.

10.3.1 Official Naming Convention

The official name of every CBE sports event shall begin with College of Business Education (CBE) and, where applicable, include the campus, edition or year, sport or discipline, and type of competition. Examples include:

- CBE Inter-Campus Football Championship 2026
- CBE Dar es Salaam Basketball League 2026
- 5th CBE Inter-Campus Netball Championship
- CBE Rector's Cup 2026

10.3.2 Approval of Event Names

The name of every new sports event shall be approved by the Head of Communication Marketing Unit (HCMU), through the respective Head of (HMICCA) before public use. The HCMU shall maintain a register of approved event names and abbreviations.

10.3.3 Sponsored Sports Events

Where a sports event is sponsored, the CBE name shall remain the primary identifier, with the sponsor's name appearing in a secondary position. Example: CBE Inter-Campus Basketball Championship 2026, in partnership with ABF Bank. Sponsor branding shall comply with the co-branding requirements in Section 10.2.

10.3.4 Use of Event Names



Only names and abbreviations approved by the HCMU shall be used in official communications, publications, media, digital platforms, signage, and merchandise.

10.3.5 Unofficial Names

Departments, campuses, student organisations, clubs, and other College units shall not adopt or use unofficial names, acronyms, nicknames, or mascots for official sports events in any official communication unless approved by the HCMU.

10.3.6 Transitional Arrangements

Existing sports event names shall be reviewed and aligned with this Manual within one academic year from its commencement. Thereafter, only approved event names shall be used in official College communications and branding.

PART 11: BRANDED MERCHANDISE

11.1 Approved Merchandise Categories

CBE-branded merchandise shall be produced only through HCMU-approved vendors and in compliance with this Manual. The following merchandise categories are approved for production:

Apparel	Stationery & Gifts	Promotional Items
Polo shirts (navy/white) T-shirts (event-specific colour) Academic gowns and caps Scarves and ties (navy/white)	Branded notebooks Pens and pencil sets USB drives Certificate folders Diary Calendar	Tote bags (canvas/nylon) Water bottles Mugs (navy with white logo) Lanyards and ID holders Keyholders

Approved Merchandise Categories

All branded merchandise shall prominently display the CBE logo in the full-colour or reversed format. The tagline may be included on merchandise where space permits. Merchandise colours shall be limited to CBE Blue and white. No merchandise bearing the CBE brand may be produced, sold, or distributed without prior HCMU approval.

PART 12: BRAND COMPLIANCE AND ENFORCEMENT

12.1 Approval Process

All materials bearing the CBE brand, whether produced internally or by external vendors, must be submitted to the HCMU for brand compliance review before production or publication. The HCMU shall review all submissions within five working days and provide written approval or specific corrective guidance.

Materials produced without HCMU approval or in violation of this Manual shall be immediately recalled, corrected, and re-submitted. Repeat violations shall be escalated in accordance with the Communications and Marketing Policy enforcement procedures.

12.2 Campus Brand Champions

In accordance with the Communications and Marketing Strategy 2026/27–2030/31, each campus shall have a nominated Campus Brand Champion responsible for monitoring brand compliance at the campus level, conducting quarterly brand compliance checks, reporting brand violations to the HCMU, advising campus staff on brand identity standards, and maintaining an inventory of all branded materials at their campus.

12.3 Annual Brand Audit

The HCMU shall conduct an annual brand audit across all campuses to assess consistency, compliance, and effectiveness of brand identity application. The audit shall cover all physical signage, digital platforms, publications, promotional materials, event branding, and branded merchandise.

Audit Area	Standard	Assessment Method
Logo usage across all materials	100% compliant with Manual	Visual inspection + sample review
Colour palette compliance	Blue and White dominant	Pantone verification
Typography consistency	Approved typefaces only	Publication sample review
Signage condition and compliance	All signage current and compliant	Campus physical inspection
Website brand compliance	Approved colours, fonts, logo	Digital audit + analytics review

Audit Area	Standard	Assessment Method
Social media brand consistency	Profile photos, bios, content	Platform-by-platform review
Stationery stock compliance	Approved templates in use	Sample collection + verification
Event branding compliance	Brand Manual standards met	Event documentation review
Vendor brand compliance	All vendors have Brand Manual	Vendor agreement review
Co-branding agreements compliance	CBE prominence maintained	Agreement + material review

Table 9: Annual Brand Audit Checklist

12.4 Violations and Corrective Action

Violations of brand identity standards shall be managed through the three-level escalation framework established in the Communications and Marketing Policy 2026:

Level	Response
Level 1 — Minor Non-compliance	Corrective directive from HCMU; 14-day correction period. Examples: incorrect font, wrong colour shade, missing tagline.
Level 2 — Systemic Non-compliance	Escalation to DR-PFA; corrective action meeting convened; outcomes reported to CMC. Examples: campus-wide non-compliant signage, repeated template violations.
Level 3 — Material Breach	Report to Rector; potential Governing Body escalation and disciplinary referral. Examples: unauthorised use of CBE brand by third parties, deliberate brand misrepresentation.

PART 13: CONTACT INFORMATION AND RESOURCES

13.1 Brand Manual Enquiries

All enquiries regarding the application, interpretation, or modification of the standards in this Manual shall be directed to:

Head of Communications and Marketing Unit (HCMU)

College of Business Education

P.O. Box 1968, Dar es Salaam, Tanzania

Tel: +255 22 215 0177

Email: marketing@cbe.ac.tz

Website: www.cbe.ac.tz

13.2 Digital Asset Library

Approved logo files, templates, brand colour profiles, and stationery masters are available from the HCMU Digital Asset Library. All staff requiring brand assets shall request access through their Campus Brand Champion or directly from the HCMU. The following digital assets are maintained and distributed by the HCMU:

Logo Files	Templates	Brand Resources
Full colour (PNG, SVG, EPS) Reversed (white on transparent) Monochrome (black, white) Favicon and social icons	Letterhead (Word) PowerPoint presentation Email signature (HTML) Social media post templates	Pantone colour reference Font files (Tahoma, Georgia) Image library (approved photos) Brand audit checklist template

PART 14: CRISIS COMMUNICATIONS

14.1 Purpose and Scope

This section sets out how the CBE brand identity and voice are protected and applied during a crisis any event that threatens the College's reputation, safety of its community, or normal operations, including but not limited to safety incidents, natural disasters, data or security breaches, litigation, leadership controversies, or the misrepresentation of CBE on public or social platforms. It applies to all campuses, staff, and any party communicating on behalf of the College during such an event.

Crisis communications take precedence over standard brand approval timelines set out in Part 12, but do not exempt any material from the visual identity standards in this Manual: even under time pressure, the CBE logo, colour palette, and typography rules continue to apply.

14.2 Crisis Communications Team

The HCMU convenes and leads a Crisis Communications Team (CCT) for the duration of any declared crisis. The CCT is activated by the Rector or the Head of HCMU and comprises the following core roles:

Role	Responsibility
Rector	Final decision-maker on all crisis messaging; approves Level 3 statements before release.
Head of HCMU (Lead Spokesperson)	Coordinates the CCT, drafts and approves holding and follow-up statements, is the sole authorised spokesperson to media unless the Rector designates otherwise.
Campus Brand Champions	Relay verified, campus-level information to the CCT; do not issue independent statements.
Legal / Company Secretary	Reviews statements for legal exposure before release.
IT / Digital Officer	Monitors social media and website channels; implements holding pages or notices as directed.

14.3 Approval Chain and Response Timing

Every external crisis statement, regardless of channel, must be approved by the Head of HCMU before release. Statements involving safety of life, legal liability, or governance

matters additionally require Rector approval. No individual staff member, department, or campus may issue an independent public statement during a declared crisis.

Timeframe	Required Action
Within 1 hour of confirmation	Internal notification to the CCT; facts verified before any external comment.
Within 4 hours	Holding statement issued if the matter is already public or likely to become public.
Within 24 hours	Full statement issued once facts are verified, covering what is known, what CBE is doing, and where to find updates.
Ongoing	Regular updates at agreed intervals until the matter is resolved; single point of truth maintained on the CBE website.

14.4 Holding Statement Principles

A holding statement is a short, factual acknowledgement issued before all details are known. It buys time for verification without speculating or assigning blame. Holding statements shall:

- acknowledge the situation in plain, calm language;
- confirm that CBE is aware and is actively gathering facts;
- state what immediate action, if any, has been taken (e.g. campus safety measures);
- commit to a specific time or channel for the next update; and
- direct all media enquiries to the HCMU rather than individual staff.

Holding statements must never speculate on cause, assign blame, confirm unverified casualty or financial figures, or make promises that cannot be guaranteed.

14.5 Visual Identity During a Crisis

Crisis communications remain CBE-branded but shall be visually restrained. The following adaptations apply for the duration of a declared crisis:

Use	Avoid
Mono black or reversed logo on a plain white or navy background Plain Tahoma text, no decorative elements Neutral, factual tone consistent with Part 5 A	Promotional taglines, campaign colours, or celebratory imagery Stock or campus photography unrelated to the incident Social media templates designed for

Use	Avoid
single designated web page or banner for updates	marketing posts Humour, emphasis, or exclamation in any messaging

14.6 Channels and Sequencing

Channels shall be activated in a consistent order to ensure staff, students, and families are not the last to learn of developments affecting them:

Order	Channel	Purpose
1	Direct notification (SMS, campus alert, internal email)	Reaches affected staff, students, and families first.
2	Official website notice	Serves as the single authoritative source of record.
3	Official social media accounts	Directs the public back to the website notice.
4	Media statement / press release	Issued only by the HCMU, referencing the website notice.

14.7 Monitoring and Stand-Down

The IT/Digital Officer shall monitor CBE's official channels and public mentions throughout the crisis and flag misinformation to the HCMU for correction. Once the matter is resolved, the Head of HCMU shall issue a closing statement and stand down the CCT. A short after-action note shall be filed with the Rector and shared with Campus Brand Champions to capture lessons for future incidents.

14.8 Staff Conduct During a Crisis

All staff and students are reminded that, as set out in Part 1.2, this Manual governs communication on behalf of the College. During a declared crisis:

- staff shall not speak to media or post on personal social media on CBE's behalf;
- all enquiries, including from journalists, alumni, or partner institutions, shall be redirected to the HCMU; and
- internal updates from the CCT shall not be forwarded externally until designated for public release.



Approval and Endorsement

This Brand Identity Manual has been reviewed and is hereby approved for implementation across all campuses, departments, and entities of the College of Business Education, in accordance with the governance arrangements set out in Part 1.3.

Signature: _____

Prof. Edda Tandi Lwoga

Date: 27th August 2026

RECTOR, COLLEGE OF BUSINESS EDUCATION

Signature: _____

Prof. Zacharia Mganilwa

Date: 27th August 2026

CHAIRPERSON, GOVERNING BODY