

A woman with long brown hair and glasses, wearing a beige top and blue jeans, is looking down at a laptop in a meeting. She is holding a brown paper coffee cup. The background shows a modern office with large windows and other people's hands and arms visible, suggesting a collaborative work environment.

# BRAND IMPLEMENTATION

THE WHY, THE WHAT AND THE HOW

*Delivering your brand  
from concept to reality*

 **GLIMMA**

# YOU'VE GOT A NEW BRAND DESIGN OR IDENTITY.

Hours of strategic thought, as well as blood, sweat and tears have gone into the brand strategy, the design and the creation.

Armed with a beautiful set of brand guidelines, it's time to implement the rebrand.



## THE BIG QUESTION REMAINS

How on earth do I go about rolling out the new brand identity over multiple touch points and across different markets?

## FIVE STEPS OF BRAND IMPLEMENTATION

Branding is no longer just in the realm of multinational corporations – many smaller and medium size businesses acknowledge the importance of actively managing their brand.

But some do not know the best approach to implementing it. This guide provides simple steps and a few expert opinions on where to start.

### IMPORTANCE OF BRAND CONSISTENCY

1% Unimportant    6% Very Unimportant    7% Neutral  
27% Important    59% Very Unimportant

According to the report by LucidPress, *The Impact of Brand Consistency*, nearly every one of 200 businesses in the study – 86 percent – thinks that it is important to present their brand consistently in all the places people might encounter it.

Whether you are an AT&T – Time Warner, or simply implementing a brand refresh in a single market, the same rules apply.

This guide will explain how to set goals and lay the groundwork for successful brand implementation, covering five steps in the implementation process:

- 01 Setting your brand implementation goals
- 02 **WHY** - Four approaches to build engagement in the brand implementation process
- 03 **WHAT** - Four ways to prepare for brand implementation
- 04 **HOW** – Four critical success factors for your brand rollout
- 05 Celebrating success

A merger or acquisition is one of the biggest reasons for a rebrand - as Dealogic confirms, rebranding is big business.

“DURING 2018, ADVISED GLOBAL M&A VOLUMES REACHED \$3.35TN, ITS HIGHEST LEVELS SINCE THE RENOWNED M&A RECORD-BREAKING YEAR OF 2015.”

“Brand Implementation starts with brand strategy - once the brand strategy, hierarchy and identity are agreed, the detailed planning can begin. But first you have to start with detailed knowledge of where you are now and create a roadmap for where you want to be.

Lucy Langmead, Client Services





# SETTING YOUR BRAND IMPLEMENTATION GOALS

Is the aim to rebrand as quickly as possible, or in phases? Do you want to aim for maximum visibility at key sites or are you adopting a geographic approach?

Many companies use the rebrand opportunity to create PR impact, in which case, discretion is often important and rebrand activities are kept under wraps until launch day.

Before setting about brand implementation, organisations must identify their end goal. Beyond the clear need to physically rebrand to remain competitive and improve market share, some companies may choose to rebrand so they can serve their customers better, by introducing new products or services.

Others may rebrand to streamline internal processes and achieve cost savings. Take the time to outline these desired outcomes, as this will define the sort of brand implementation strategy you should be creating.

Whatever your objectives, now is the time to set your Key Performance Indicators: brand awareness, market share, sales premium etc.



## SUEZ REBRAND

SUEZ changed its global brand strategy in 2015, bringing together more than 40 companies under a single new brand identity. With simultaneous PR launches in Paris, New York and Beijing, we worked closely with their central communications team to get the new branding in position 'under wraps', ready for a big reveal. This included fleet, buildings and signage.

For the launch we turned their head office building in Paris into a giant advertising hoarding, using some 1,200m<sup>2</sup> of digital printed graphics on the side of their 188m high headquarters in Paris.

# THE WHY OF BRAND IMPLEMENTATION ENGAGEMENT



*Cultural change is vital for brand implementation to work and we've set out four key steps for success. If you explain clearly explain the 'why' of the branding programme - to both customers and employees - the implementation will run much more smoothly.*

# 01 THE RIGHT MANDATE

Brand implementation starts with brand strategy – vision, mission and values. This informs the entire process and should be the backbone for all communications. This is why the most senior level buy-in is essential. The most successful branding programmes are driven from the top.

From the top down, the brand implementation must be filtered through your entire organisation. Set up the right team to deliver – cross border and cross functional – Ops, HR, IT, Legal, Facilities – each function has a seat at the table. This steering committee will help to achieve engagement across the entire organisation.

## BUT WHO WILL LEAD IT?

In our experience, most large branding programmes are led by the Marketing team but we have also worked with Corporate Communications, Brand Directors and HR. Whoever takes the lead, one thing is clear – it's vital to engage a diverse team of Workstream experts.

If resources are not readily available, then it is worth considering the outsourcing of the programme. This way you benefit from immediate availability of resource and specialist expertise that can actually save you time and money.

# 02 MANAGE THE CHANGE INTERNALLY

When employees are fully engaged and communication is clear the rebrand process is smooth. Human nature dictates that there inevitably will be resistance to change.

Think beyond the physical brand, it's time to get into the hearts and minds of your employees and other stakeholders. You have your own internal PR task – convincing and often reassuring staff about the changes ahead. Think creatively – track rebrand progress visibly, be clear on your expectations so that teams can integrate and start to share the same vision and values.

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**CEOs must proactively take steps to address differences in culture, align messages to critical themes identified for each stakeholder group, strive to retain the best people, and put the right shared vision and incentives in place to ensure that all members of the new organization are excited to achieve success together.**

Brian Salsberg EY Global Buy and Integrate Leader

**If you're planning a 'D-Day' launch, create internal build up.**

The brand implementation also presents the opportunity to create a feel-good factor. Often branded uniforms cannot be recycled but the fabric can be weighed in to benefit charity. The start of a whole new Corporate Social Responsibility programme?

## 03 DEVELOP YOUR 'EMPLOYER BRAND'

Branding no longer 'belongs' to the Marketing Department – it belongs to everyone, including customers and employees. The Employer Brand is a recognised concept and this should be at the heart of your brand implementation.

Rather than simply replacing items like-for-like, think about ways to build your brand internally. Make your workplace a 'brand first' workplace. You will immediately reap the benefits in terms of employee performance.

Simple workplace branding solutions provide a huge return for little investment – working with Coca-Cola in Hungary, Europe, we created a dynamic and vibrant workplace for very little cost.

### CASE STUDY nationalgrid

In 2014 the UK's National Grid, which owns the country's electricity and gas transmission system, undertook a refurbishment of many of their properties, including their head office in Warwick. Not only did this refit lead to a 16% saving in energy, and create space for 900 more employees, but it also increased staff performance by 8%, according to Simon Carter, its head of corporate property. Eighty-six percent of staff said that they preferred the new working environment, and this increased satisfaction and generated £20 million in increased productivity. A key part of the refit was the creation of 30% more informal meeting space.

## 04 BRAND GOVERNANCE

Put simply, this means putting in place the right framework to ensure that your brand is activated and stays on track. It enables you to achieve brand coherence but without dictatorship, keeping local teams motivated.

By appointing Brand Ambassadors in each market, you create a sense of empowerment, motivating staff to embed the brand.

On a practical level, this often means the introduction of a Digital Asset Management system (DAM) to manage your brand assets.

The DAM is an increasingly important tool in the marketing technology toolkit. As well as storing assets, templates can be used to generate content that is on brand and can be output by local teams at the touch of a button.

Technology is a major success driver. Be aware that marketing automation is constantly evolving - for example, Artificial Intelligence can be used to auto tag assets in your DAM.



**QUICK TIPS!**

- 01 Secure senior management buy-in
- 02 Engage with all your employees
- 03 Think 'Employer Brand' in the longer term
- 04 Set up the right systems to manage your brand

# THE WHAT OF BRAND IMPLEMENTATION PREPARATION

© 1886

## 03 THE WHAT-PREPARATION

For brand implementation to succeed it is vital to have a solid plan in place. From working with companies such as HSBC, Coca-Cola and Nokia, we have identified four steps to success.

A rebrand is not a business-as-usual scenario. Start by assessing your organisation's capabilities to deliver: what resources are available? Will it be delivered by a strategic partnership, outsourced or achieved by setting up dedicated internal change teams?

# 01 KNOWLEDGE IS POWER

A comprehensive inventory of all branded assets is the place to start –prominent 3D items such as building signs, a fleet of vehicles or uniforms are readily identifiable. But the only way to obtain a truly accurate picture of the number of branded assets in scope for the rebrand is a brand audit. You have two options:

### QUICKSCAN

Sample audits are done to provide a snapshot in key markets. Using our database, your data can be extrapolated to provide a rough idea on scale and associated costs.

### FULL AUDIT

A much deeper and detailed audit that will pinpoint the nature, location and condition of your branded assets. Depending on budget available, this can range from site visits and interviews with employees, to desktop audits or self-surveys, allowing employees to provide the information direct.



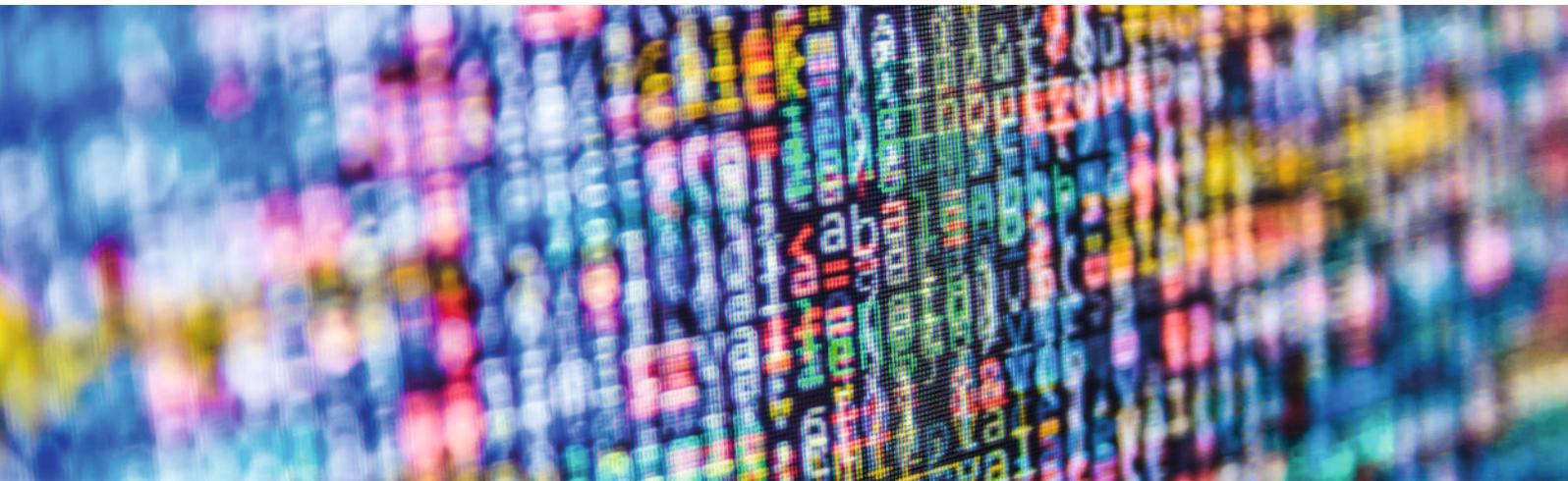
# 02 BUILD THE TEAM

For brand implementation to be successful, there will be need to be collaboration from a number of roles from many different departments. At an operational level, you will need to bring together people from IT, HR, Finance, Legal, Operations, as well as Marketing. The sum of the knowledge of these functions is much greater than the individual parts.

# 03 DATA, DATA, DATA – THE DRIVING FORCE

The brand audit has provided a full inventory of your branded assets - the collective knowledge and insights from your multi-disciplinary team will now inform your brand implementation strategy and help you to put in place a concrete plan:

- Budgets required
- Synergies/cost savings that can be made by streamlining processes or systems
- Prioritisation – be realistic, you can't do everything at once. A phased approach often works best and remember to allow for pilot rollouts



# 04 THINK TECHNOLOGY

Digital solutions are critical to speedy and efficient brand rollouts. With tech firms dominating the top 5 brands globally, no business can afford to ignore the power of technology and automation.

During a brand rollout, technology is instrumental at every stage. From a project management perspective, it allows for real-time 24/7 data management and reporting. During the audit phase, technology is an enabler for self-survey tools, to capture, analyse and report on your branded assets.

## CONSIDER THE FUTURE

Can you use apply the Internet of Things (IoT) to better track your assets? For example, automating the renewal of fleet vehicles.

**QUICK TIP!**

- 01 Conduct a brand audit
- 02 Bring together experts from different parts of your business
- 03 Use the brand audit knowledge to define your rollout plan
- 04 Harness technology to create efficiencies

A female athlete with blonde hair tied back, wearing a grey sports top and shorts, is in a starting crouch on a blue track. She is looking directly at the camera with a focused expression. The background shows a stadium with tiered seating under a bright sky.

# THE HOW OF BRAND IMPLEMENTATION DEPLOYMENT

So everything is in place- strategy, audit results, the team, the deployment plan – now it's time for your brand to hit the tracks.

### 01 IT'S OK (ACTUALLY ESSENTIAL) TO BE A CONTROL-FREAK!

Now is the time to really seize control – successful brand implementation requires tight central project management. This is achieved through a dedicated central Project Management Office (PMO).

As the engine room for the brand implementation, they use the data from the brand audits and work closely with the Workstream managers to plan and execute the rollout. Clear reporting, escalation and change management processes ensure that it is deployed as efficiently as possible. They also manage suppliers, including due diligence and quality control.



### 02 LOCAL VERSUS GLOBAL

**There are different models for implementation, depending on the level of central control you want.**

The centralised approach includes procurement and even manufacture. The biggest advantage is consistency and economies of scale - cost savings can be considerable.

The local model sees on-the-ground teams taking responsibility for the purchase, manufacture and installation. This can improve engagement and clearly contributes to the local economy but control and consistency can be lost. All should remain under the watchful eye of the PMO!

The hybrid model combines both options, and in many cases, offers the best of both worlds.

## 03 BEING KIND TO THE PLANET

As well as saving costs through centralised purchasing, the environment is a big consideration. Local sourcing will reduce carbon footprint and benefits the local economy.

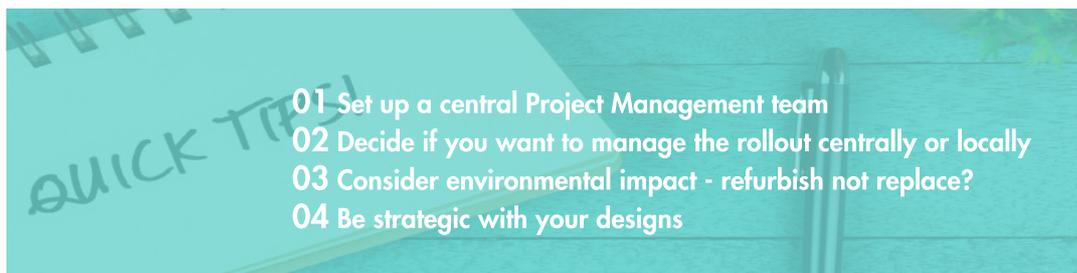
When specifying materials and replacing items, a sustainable approach is recommended. Use responsibly sourced and manufactured recyclable products – can old products be recycled or renovated rather than replaced?



## 04 DON'T FORGET ABOUT DESIGN

Design does not stop at the brand design stage – the PMO is actively involved with the Design Team in the evolution of brand guidelines. Design and product specifications are often developed as part of the implementation phase, adapting to real-life scenarios that guidelines simply do not cater for.

We use 3M's Visual Attention Software (VAS) to help identify the designs that really work. Using neuroscience techniques, VAS informs design decisions for signage, merchandising, fleet and websites by identifying where the eyes are attracted in the first few seconds.



# The brand implementation represents new beginnings and is a process that will constantly evolve.



Finally, the time comes to celebrate success with employees and customers. The brand implementation represents new beginnings and is a process that will constantly evolve.

Once you have held a Post Implementation Review with all stakeholders you can report against your KPIs.

Your role as brand implementor may cease on a day-to-day basis but you will have left a strong legacy – a governance model that will enable your brand to thrive. What's more, you have a full picture of your branded asset landscape (hopefully some of it can be automatically updated through AI and IoT).

**READY FOR THE NEXT REBRAND?**