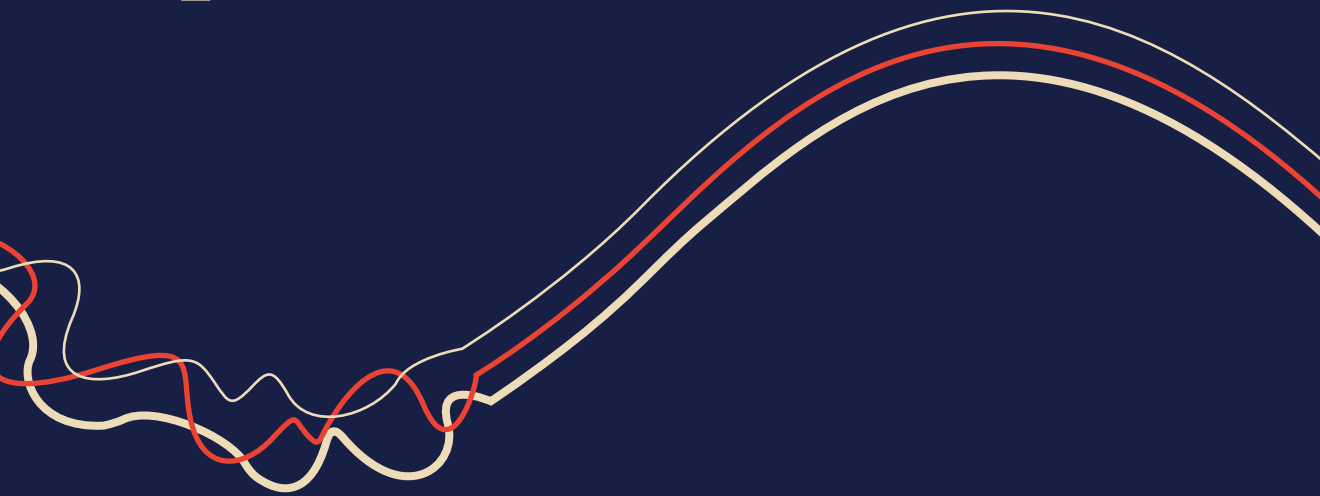


brand SHIFT

*Mastering
Implementation*



Andy Johnson

brand SHIFT

Mastering Implementation



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PREFACE

Globex – A Cautionary Tale of Rebranding Misadventures



The Importance of Brand Management – A Fable

ONCE UPON A TIME, in the world of commerce and trade, there was a company called “Globex Industries.” Globex was a giant in its industry, known for its innovative products and exceptional customer service. Its brand was synonymous with quality and reliability, and it enjoyed a loyal customer base. However, as time went by, the winds of change began to blow and the market started to evolve at an unprecedented pace.

The leadership at Globex recognized that they needed to adapt their brand to stay relevant and maintain their competitive edge. They decided to undertake a rebranding initiative, which they believed would propel the company into a new era of growth and success.

The executives, eager to make a splash, hastily assembled a team to lead the rebrand. While the team was enthusiastic and dedicated, they lacked experience and a clear understanding of the intricacies involved in executing a successful brand change.

Without a well-defined plan or road map, the team struggled to keep up with the complexities of the rebranding process. They failed to engage key stakeholders, neglected to assess the impact on their existing touchpoints, and overlooked the importance of establishing a robust brand governance system.

The launch of the new brand was fraught with challenges. The inconsistent application of the new identity across various channels created confusion among customers and employees alike. The lack of stakeholder buy-in and poor change management led to resistance and frustration. As a result, the once-beloved Globex brand began to lose its luster.

The leadership soon realized the gravity of the situation, and in a desperate attempt to save the company, they sought the guidance of a seasoned brand management expert. This expert helped Globex navigate the turbulent waters of their rebranding journey by implementing a structured approach, addressing the gaps, and establishing a strong governance model.

With time, effort, and the right guidance, Globex managed to regain its footing and re-establish itself as a market leader. However, the cost of their initial missteps was high, and the road to recovery was long and arduous.

This fable serves as a cautionary tale, emphasizing the importance of a strategic and well-planned approach to brand management. A successful brand change is not just about creating a new logo or tagline; it’s about

navigating a complex process that requires foresight, coordination, and a deep understanding of the brand's essence.

The purpose of this book is to provide brand managers and creative agencies with the knowledge and tools necessary to lead a successful brand change. Through step-by-step guidance, practical advice, and real-world examples, this book aims to empower you to transform your organization's brand, while minimizing risk and maximizing impact.

Let this be your road map, your guide of practical considerations, and your inspiration as you embark on the exciting and challenging journey of implementing brand transformation.

1

Introduction



Brand Management in Today's Competitive Landscape

In the dynamic world of business, where change is the only constant, a powerful and cohesive brand is the backbone of an organization's success. A well-curated brand transcends mere logos and taglines; it embodies the very essence of a company, reflecting its values, culture, and promises to customers, employees, and stakeholders. A compelling brand fosters trust, fuels loyalty, and propels an organization to the forefront of its industry. Mastering the art of brand management is paramount for developing and maintaining a competitive edge and driving sustainable growth.

A Comprehensive Guide for Brand Transformation

This short book was written to serve as your trusty compass, guiding you through the exhilarating yet intricate journey of brand change. Whether sparked by a strategic overhaul, a renaming, a merger, acquisition, or spin-off, brand transformations are complex, multifaceted endeavors. This guide offers a systematic, step-by-step approach to help you navigate the labyrinth of brand change with agility, minimizing risks and maximizing impact.

With a treasure trove of insights, tools, and methodologies, this book empowers client-side brand managers and creative agencies to successfully steer a brand change from start to finish. We will embark on a voyage through:

- 1 Recognizing catalysts for brand change
- 2 Assembling a skilled rebrand team and conducting a thorough brand audit
- 3 Charting a course for planning and scheduling a seamless, high-impact launch
- 4 Launching a Program Management Office (PMO) and delineating workstreams and objectives
- 5 Orchestrating stakeholder engagement, communication, and change management strategies
- 6 Confronting global considerations in the rebranding process
- 7 Implementing and launching the transformed brand
- 8 Establishing and maintaining robust brand management and governance initiatives

- 9 Ensuring post-launch brand stewardship and continuous improvement
- 10 Gleaning insights from case studies and examples of triumphant and ill-fated brand changes

As you immerse yourself in this guide, you will be equipped to craft a strategic plan, captivate stakeholders, establish a resilient governance system, and unveil your new brand with confidence. By grasping and mastering the various dimensions of brand change management, you will be poised to conquer challenges and leave an indelible impact on your organization's success.

So, let's set sail on this thrilling expedition and unlock the secrets to a triumphant brand transformation.

2

Preparing for Brand Change Implementation



Recognizing Brand Change Triggers

Recognizing the need for a brand change is essential to initiate the transformation process. Several factors may trigger a brand change, and understanding these indicators will help a brand manager and the organization make informed decisions about the rebranding strategy.

Here are some key triggers to watch for:

- 1 MERGERS AND ACQUISITIONS:** A merger or acquisition often requires a rebranding effort to unite different organizations under a single brand identity, reflecting the combined values and offerings.
- 2 SHIFT IN TARGET AUDIENCE:** As the organization evolves, its target audience may change, requiring a brand overhaul to better resonate with the new demographics.
- 3 MARKET REPOSITIONING:** If the organization decides to enter new markets or change its competitive positioning, it may need a brand transformation to better align with the new market realities.
- 4 OUTDATED BRAND IMAGE:** An outdated brand image can hurt the organization's reputation and customer perception. A rebranding effort can help modernize and refresh the brand to stay relevant and competitive in the market.
- 5 CHANGE IN LEADERSHIP OR VISION:** A change in the organization's leadership or vision may necessitate a rebrand to reflect the new strategic direction.

To recognize these brand change triggers, a brand manager should:

- Continuously monitor the organization's internal and external environment, including market trends, customer feedback, and the competitive landscape.
- Engage in open communication with the Executive Leadership Team (ELT) and key stakeholders to stay informed about any strategic changes or potential triggers for brand change.
- Regularly assess the organization's brand performance metrics to identify areas where the brand may be underperforming or failing to resonate with the target audience.

- Establish a process for evaluating potential brand change triggers and discussing them with the ELT and key stakeholders, ensuring that the decision to initiate a brand transformation is well-informed and supported by the organization.

Being aware of an oncoming brand change should help with preparation time for implementation, launch, and rollout of the rebrand. The time to start planning is before, or immediately after, a rebrand effort begins. A mistake often made by large organizations is committing to a rebrand with an agency prior to understanding the amount of work and coordination required to launch, along with the real costs in labor and money over time to complete a rebrand across multiple markets and all relevant touchpoints. Having a rebrand team in place and an audit conducted prior to beginning work on brand strategy, voice, or identity is one of the smartest moves a brand manager can make.

Setting the Stage for Implementation

ASSEMBLING THE CORE REBRAND TEAM

In this stage, it's crucial to involve the ELT as one of the key players in a rebrand. The brand manager should initially establish expectations with the ELT through a survey, followed by a workshop focusing on the factors most important to the team. These factors will help define the parameters of a successful project. The brand manager should also identify and organize key stakeholders across the organization, ensuring that all relevant departments and teams are engaged in the rebranding process.

Develop a rebrand team organization chart to illustrate key players and their roles within the rebrand effort. For example, the following hierarchy could be captured in an org chart format, with each of the roles outlined in a separate table:

EXECUTIVE LEADERSHIP

- **EXECUTIVE SPONSOR:** Executive-level project ownership. Owns project approval, scope, and budget and drives organizational change.
- **EXECUTIVE TEAM:** Organizational-wide oversight. Provides high-level project guidance and insights; includes Sponsor.

A successful rebrand is a massive team effort. By mapping the key personnel to a structure that facilitates both collaboration and clear escalation channels for approvals and conflict resolution, you will better equip your organization to achieve a successful rebrand. It's important to understand how dynamic this process is and how this structure will enable the organization to be agile when adapting to changes to budgets, timelines, and deliverables.

CONDUCTING A BRAND AUDIT

A brand implementation audit involves a comprehensive assessment of all the touchpoints that bear the brand and will require changes in legal, verbal, or visual aspects. This audit aims to inform five key areas of focus in rebrand implementation: assets, resources, timing, budget, and tools/processes.

To conduct a brand implementation audit, the brand manager should:

- Collaborate with key stakeholders to identify all touchpoints across the organization that feature the brand, such as facilities, fleet, products, stationery, marketing collateral, and digital assets like websites, apps, and social properties.
- Develop an inventory of these touchpoints, categorizing them based on the type of change required (legal, verbal, or visual) and the priority level for the rebrand implementation.
- Assess the resources needed for the brand change, including internal teams and external partners who will be responsible for developing, launching, and rolling out the brand transformation.
- Estimate the budget required for brand development, launch, and rollout, considering costs related to design, production, installation, and training.
- Review the organization's current processes, tools, and guidelines used to execute and manage the brand, identifying areas for improvement or updates to align with the new brand direction.
- Determine the project plans and timelines for the implementation and rollout of the brand, considering factors such as marketing cycles, resource availability, and stakeholder expectations.

DEVELOPING A CHANGE ROAD MAP

A change road map outlines the strategic plan for the brand transformation, including objectives, timelines, resources required, and estimated costs. This

document serves as a guide to help the rebranding team stay on track and align with the priorities set by the ELT.

To develop a change road map, the brand manager should:

- 1 Process the inputs of the audit into salient outputs involving priority touchpoints, conversion timing and cost, rollout plans post-launch, and other relevant information.
- 2 Establish clear milestones, deadlines, and responsibilities for each stage of the rebranding process.
- 3 Create a standardized format for the change road map, such as a standalone dashboard or integration into a project management environment like Trello, Smartsheet, or Basecamp.
- 4 Continuously monitor progress, making adjustments to the road map as necessary and keeping the ELT and key stakeholders informed of any changes or deviations from the original plan.

Cultivating a Collaborative Mindset

The brand manager sits in the middle of two important forces: workstream leads and leadership. The workstream leads are responsible for setting the process, pacing, and cost for completing the work in their area of the business. Leadership — including supervisory roles and the ELT — defines overall project cadence, expectations, and success metrics. Both cohorts require consistent and timely communication and engagement.

ENGAGING WORKSTREAM LEADS

Workstream leads need support in identifying and capturing critical details for their workstream and ensuring they understand their project objectives. There may be a gap between the audit and implementation processes, so it's important that you keep them informed and engaged consistently throughout and establish expectations early on around how much of their time you expect and what level of long-term commitment will be required.

COMMUNICATING WITH THE EXECUTIVE LEADERSHIP TEAM

The ELT needs summary communications that clearly articulate progress, risks, and remediation activities. Without both cohorts being aligned and informed, the likelihood of success diminishes. Integrating the ELT at this

early stage contextually emphasizes the importance of establishing a chain of command and communicating progress in a digestible way to leadership.

NURTURING AGENCY AND VENDOR RELATIONSHIPS

Establish clear expectations and maintain open communication channels with agency partners and vendors to ensure alignment and seamless execution.

It's important to challenge the role your branding and advertising agencies play in a successful brand transformation. Both agencies need to understand the impact of their work: whether the impact on cost and timing caused by a revolutionary visual identity or the potential tax on equity an ad campaign that doesn't closely adhere to brand standards can have. The last thing you want is a new brand system paired with a global ad campaign that doesn't amplify the system's key attributes surrounding voice, messaging, and visual identity.

Ensure you have the right mix of vendors to support you in this time of upheaval and change. Particularly for larger national and global brands, moving from decentralized to centralized vendor models is both a timely opportunity and a way to ensure that elements of your identity are faithfully and consistently reproduced in all territories; e.g., signage and merchandise vendors, who represent the biggest and (literally) smallest touchpoints of your brand. Whether a monument sign or a branded webcam cover, touchpoints should be of consistent quality and execution in every market. This is exceedingly difficult when managing multiple vendor providers without centralized oversight.

FOSTERING A COLLABORATIVE CULTURE

Promote a culture of collaboration and open communication among all team members involved in the rebranding process. Encourage the sharing of ideas, feedback, and best practices to ensure the successful implementation of the brand change with high efficiency.

By recognizing brand change triggers and establishing a strong foundation for the implementation process, brand managers will be better equipped to lead their organizations through a successful brand transformation. The following chapters will delve deeper into the specifics of managing and executing the various stages of the brand change process, including setting up a Program Management Office (PMO), stakeholder engagement, and establishing a brand governance system.

3

Developing a Detailed Implementation Plan



A successful brand change requires meticulous planning. In this chapter, we'll outline the steps to develop a detailed implementation plan that considers touchpoint prioritization, timeline scheduling, and resource allocation.

Prioritizing Touchpoints and Initiatives

With countless brand touchpoints to manage, prioritization is crucial. Focus on the most impactful touchpoints first to maximize the effectiveness of your brand change.

Key steps in prioritizing touchpoints and initiatives:

- 1 EVALUATE TOUCHPOINT IMPACT:** Assess the significance of each touchpoint based on factors like visibility, reach, and influence on customer perception.
- 2 RANK AND PRIORITIZE:** Rank touchpoints and initiatives based on their impact and dependencies, focusing on those that deliver the most significant results early in the process.

Consider mapping key touchpoint categories to a decision matrix to clearly identify immediate opportunities and long-term priorities. The goal is to understand the correlation between level of impact and ease of implementation. In this case your x-axis could be impact from low (zero) to high (right of axis); and your y-axis could be implementation effort from difficult (zero) to easiest (top of axis).

Creating High-Level and Detailed Timeline Schedules with Flexibility

Establishing a clear and flexible timeline is essential for keeping your brand change on track. Develop both high-level and detailed schedules to maintain a bird's-eye view of the process while managing the minutiae, understanding that the initial high-level schedule is a draft that will evolve as more detailed planning is conducted.

Key steps in creating timeline schedules with flexibility:

- 1 OUTLINE MAJOR MILESTONES:** Identify the critical milestones for each workstream, such as approvals, launches, and deadlines.

Recognize that these milestones may change as the detailed schedule is developed and validated.

- 2 **ESTIMATE TASK DURATIONS:** Estimate the time required to complete each task within a workstream, considering factors like complexity, resources, and dependencies.
- 3 **DETERMINE DEPENDENCIES:** Identify any possible dependencies between touchpoints and initiatives, ensuring that tasks are sequenced logically and durations accurately reflect dependent components.
- 4 **DEVELOP A HIGH-LEVEL SCHEDULE:** Create a visual representation of the overall brand change timeline, highlighting milestones and key dates. This initial draft provides a starting point for gaining ELT buy-in and helps workgroup leads understand how their work fits within overall project objectives. Be aware that the high-level schedule will be refined (and eventually considered final) as more information is gathered. Once final, create separate high-level schedules for key audiences, such as employees, customers, and the media. This will enable you to plot the bell curve of audience-specific activities approaching, during, and after launch.
- 5 **PRODUCE A DETAILED SCHEDULE:** Develop a granular timeline for each workstream that outlines task durations, dependencies, and deadlines. As the detailed schedule is developed, update the high-level schedule periodically to reflect shifts in key milestones and critical initiatives.
- 6 **VALIDATE AND FINALIZE THE HIGH-LEVEL SCHEDULE:** Once the detailed schedule is completed and validated, revise the high-level schedule to accurately reflect the project's timeline. Seek approval from the ELT and gain agreement from workgroup leads on key dates, fostering a collaborative culture that ensures everyone is working toward the same goals.

By incorporating flexibility and collaboration into the timeline creation process, organizations can develop a more accurate and feasible high-level schedule that aligns with the detailed implementation plan, setting the stage for a successful brand transformation.

Estimating Costs and Allocating Resources

A well-defined budget and resource allocation plan are vital to ensure the smooth execution of your brand change. By accurately estimating costs and allocating resources, you can minimize surprises and make informed decisions. It's essential to segment these costs between Capital Expenditures (CapEx) and Operational Expenditures (OpEx) for better financial planning and management.

Capital Expenditures (CapEx) are costs associated with acquiring or upgrading fixed assets, such as equipment, property, or technology infrastructure. Operational Expenditures (OpEx) are the ongoing costs required for the day-to-day operations of a business, such as labor, rent, and utilities. Distinguishing between CapEx and OpEx helps you understand the nature of the expenses and allocate them correctly. If your rebrand project is a merger or acquisition, there are slightly different rules regarding accounting treatment. For example, the costs of designing a new logo and updating marketing materials may be eligible for CapEx classification. Don't make assumptions about accounting treatment; always validate classifications with relevant financial experts.

Key steps in estimating costs and allocating resources:

- 1 IDENTIFY COST DRIVERS:** Determine the main factors that contribute to the overall cost of each workstream, such as labor, materials, and technology.
- 2 ESTIMATE COSTS FOR EACH WORKSTREAM:** Calculate the costs associated with each workstream, considering both fixed and variable expenses, and categorize them as CapEx or OpEx.
- 3 ALLOCATE RESOURCES:** Assign human and financial resources to each workstream, ensuring that they're distributed effectively to meet project needs.

The detailed schedule you created in the preceding section of the book is instrumental in validating the launch date, dependencies, and workback schedule timing. While it may not necessarily become the live project schedule used by the PMO, it offers valuable insights for planning and execution. If a PMO were to adopt the detailed timeline, assigning resources to tasks in the detailed schedule would provide an extra layer of validation, ensuring

a more accurate and efficient allocation of resources throughout the brand change process.

Assembling the Plan

The brand change plan should be a comprehensive yet concise presentation that summarizes the outcomes from each planning focus area. This document serves as a quick reference guide for key stakeholders, providing an overview of the primary areas of activation.

Typical summary presentations include the following components:

- 1 KEY FINDINGS:** Present the estimated total cost, time, and resources needed for the launch and, at a minimum, the early rollout phases of the brand change process. If possible, include projections for the entire transition period.
- 2 HIGH-LEVEL MIGRATION PLAN:** Outline the strategic approach for transitioning from the current brand to the new brand, demonstrating a clear understanding of the necessary steps and potential challenges.
- 3 WORKING TEAM ORG CHART AND ROLES:** Provide an org chart of the rebranding team, including the workstream leads and their roles and responsibilities within the project.
- 4 SUMMARY DASHBOARDS FOR EACH WORKGROUP:** Create a visual representation of the progress and key performance indicators (KPIs) for each workstream or workgroup identified during the audit, allowing stakeholders to monitor the project's status easily.
- 5 DETAILED APPENDIX:** Include a comprehensive appendix that summarizes the inputs from the five areas of focus in the audit. This section should serve as a reference guide for the rebranding team to ensure alignment and understanding of the project's scope and requirements.

By assembling a thorough and well-organized brand change plan, you can effectively communicate the project's goals, progress, and expectations to all stakeholders, setting the stage for a successful brand transformation.

With your detailed implementation plan in place, the entire rebrand team will be well-prepared to execute the brand change. The next chapter will discuss how to secure leadership buy-in and engage stakeholders to foster a supportive environment for your brand transformation.

4

Securing Leadership Buy-in and Stakeholder Engagement



Without leadership alignment and a clear understanding of what defines project success, the entire brand transformation project may be at risk of failure. Securing leadership buy-in and engaging stakeholders across the organization is a crucial step in the rebranding process.

Presenting the Implementation Plan to Leadership

The implementation plan should be presented to the ELT to secure their buy-in and commitment. Your implementation plan will be the starting point of crafting this presentation, which should:

- 1 SUMMARIZE THE PLAN:** Provide an overview of the implementation plan, including key findings, high-level migration strategy, team structure, and summary dashboards for each workstream.
- 2 HIGHLIGHT BENEFITS AND GOALS:** Emphasize the positive impact the brand transformation will have on the organization, including potential improvements in brand perception, market share, and overall growth.
- 3 ADDRESS CONCERNS AND RISKS:** Identify potential challenges and risks, and offer strategies for mitigating them throughout the project.
- 4 CLARIFY ROLE AND RESPONSIBILITIES:** Clearly outline the role and responsibilities of the ELT in the rebranding process and emphasize the importance of their support and involvement.

Engaging Stakeholders Across the Organization

Involving stakeholders from different departments and levels of the organization is essential for ensuring a successful brand change. It's important to distinguish between the workgroup leads who were engaged during the audit and the broader audiences that both the brand manager and workgroup leads will need to engage.

To engage stakeholders effectively:

- 1 IDENTIFY KEY STAKEHOLDERS:** Determine the individuals and teams who will be directly or indirectly affected by the brand

transformation, including those responsible for implementing the change. This includes both workgroup leads and broader audiences within (and outside of) the organization.

- 2 **ORIENT AND EDUCATE STAKEHOLDERS:** As stakeholders are engaged, “read them in” by providing an orientation to the project, its confidentiality, and the importance of their role in a successful brand transformation. Consider having your legal department create a simple Non-Disclosure Agreement (NDA) that stakeholders sign prior to being exposed to any confidential information or work in progress. In addition to doing its job legally, it has the benefit of imparting to each stakeholder the privilege and importance of their direct participation.
- 3 **COMMUNICATE THE VISION:** Share the strategic vision, goals, and benefits of the brand transformation, helping stakeholders understand the reasoning behind the change and reinforcing the implementation plan that has been approved by leadership.
- 4 **INVITE FEEDBACK AND COLLABORATION:** Encourage stakeholders to contribute ideas, feedback, and insights related to operational improvements or opportunities for efficiency, rather than revisiting or altering the overall goals of the implementation plan.
- 5 **PROVIDE REGULAR UPDATES:** Keep stakeholders informed about the project’s progress, successes, and challenges, maintaining transparency and trust. There will be bell curves of activity between planning, activation, launch, and rollout. Keeping stakeholders engaged without over-burdening them will be a critical balance.

By effectively engaging stakeholders, you can create a strong foundation for a successful brand transformation, ensuring that everyone is aligned, committed, and working together toward a shared goal while respecting the established implementation plan.

Ensuring Effective Communication and Change Management

Effective communication and change management are critical components of a successful brand transformation. While some aspects of communication and

change management may become their own workstream or be integrated into an employee engagement plan, it's essential to address them strategically throughout the entire process. This includes planning for launch communications and determining responsibilities for teaser campaigns, launch announcements, and follow-up communications.

To ensure effective communication and change management:

- 1 DEVELOP A COMMUNICATION PLAN:** Outline the communication goals, channels, and messages for each stage of the brand transformation, including the lead-up to the launch, launch day(s), and post-launch. Assign responsibilities for each communication task to appropriate team members or workgroups.
- 2 INTEGRATE COMMUNICATION INTO THE REBRAND TEAM:** Ensure that communication and change management tasks are incorporated into the responsibilities of relevant workgroups or workstreams within the rebrand team, promoting cross-functional collaboration and consistency.
- 3 ESTABLISH A CLEAR CHANGE MANAGEMENT PROCESS:** Develop a structured approach to manage the transition from the current brand to the new one, including training, support, and monitoring progress.
- 4 MEASURE EFFECTIVENESS AND ADJUST AS NEEDED:** Use KPIs, metrics, and methods to assess the success of communication and change management efforts. Examples of KPIs and metrics include employee engagement and satisfaction levels, awareness and understanding of the brand change, the number of successful brand touchpoint updates, and stakeholder feedback. Methods for gathering this information may include surveys, focus groups, and tracking systems for monitoring touchpoint updates. Analyze the data and adjust your communication and change management strategies as needed to ensure ongoing effectiveness.

By addressing communication and change management strategically and incorporating them into the workgroups and workstreams of the rebrand team, you can ensure a smoother brand transformation that keeps stakeholders informed, engaged, and aligned with the project's goals.

5

Activating the Program Management Office (PMO)



In this chapter, we will discuss how to activate the Program Management Office (PMO). Once budgets, timelines, and scope of change have been defined and approved by leadership, the PMO can be activated to start executing against and managing the plan.

Launching the PMO

The PMO's primary purpose is to oversee the execution of the brand change implementation plan and ensure that it remains on track. This includes managing budgets, timelines, resources, and reporting on the progress of the various workstreams involved. Launching the PMO is a critical step in the rebrand process, as it sets the stage for efficient coordination and communication across the organization.

PMO STRUCTURE AND ROLES

The PMO should be structured to include a mix of dedicated and part-time resources, with clearly defined roles and responsibilities. Key PMO roles include:

- **PMO DIRECTOR:** Oversees the PMO, manages stakeholder relationships, and ensures alignment between the PMO and the organization's strategic goals.
- **PROJECT MANAGERS:** Responsible for managing the execution of individual workstreams within the rebrand project.
- **PROJECT COORDINATORS:** Assist project managers in administrative tasks, tracking progress, and reporting updates.
- **SUBJECT MATTER EXPERTS (SMEs):** Provide specialized knowledge and expertise in specific areas related to the rebrand.

TOOLS FOR PMO PARTICIPANTS

To ensure the success of the PMO, it's essential to provide participants with the appropriate tools to track progress, manage resources, and communicate effectively. Some of these tools include:

- **STATUS DASHBOARD:** Each workgroup should have access to a status dashboard where they can provide periodic updates and current status (stoplight) on overall progress and key deliverables. The dashboard should capture recent accomplishments, next steps,

and key issues, along with resolution path suggestions, and budget confidence across the key deliverables.

- » Each workgroup should have a dashboard, and each active workstream within the workgroup should be reported on.
 - » The PMO Director should collect workgroup dashboards prior to each PMO meeting to update an overall project dashboard with the same categories of information.
- **PROJECT MANAGEMENT SOFTWARE:** Tools like Asana, Trello, or Microsoft Project can help teams manage tasks, deadlines, and resources more effectively. These platforms can be customized to fit the specific needs of the rebrand project, ensuring that all team members have access to the information they need.
 - **COMMUNICATION AND COLLABORATION TOOLS:** Utilize tools like Slack, Microsoft Teams, or Google Workspace to facilitate communication and collaboration among team members. These platforms can help keep discussions organized, making it easier to share files, updates, and feedback. Determine and create channels for the PMO function, individual workgroups, oversight groups, leadership, and other breakout topics to make sure the right people are communicating in the correct channels throughout the project.
 - **REPORTING AND ANALYTICS TOOLS:** Implement reporting tools to monitor progress, identify trends, and track KPIs for the rebrand project. Examples include Power BI, Tableau, or Google Data Studio. These tools can provide insights to help the PMO make informed decisions and identify areas for improvement.

Establishing PMO Governance

To ensure the smooth functioning of the PMO, establish a clear governance framework that outlines decision-making authority, escalation processes, and performance evaluation criteria. This framework should provide guidelines for communication, risk management, and resource allocation, among other aspects of the rebrand project.

- 1 DECISION-MAKING AUTHORITY:** Clearly define the roles and responsibilities of each PMO member and the decision-making authority they possess. Establish a decision-making hierarchy to handle approvals, changes in scope, and other critical decisions that may arise during the project.
- 2 ESCALATION PROCESSES:** Develop a well-defined escalation process for resolving issues and conflicts that may arise during the rebrand implementation. This process should specify when and how to escalate issues to higher levels of management and the executive leadership team.
- 3 PERFORMANCE EVALUATION:** Consider defining performance evaluation criteria and a regular review process to assess the effectiveness of the PMO and its members. This may include measuring progress against KPIs, assessing the quality of deliverables, and evaluating stakeholder satisfaction.
- 4 RISK MANAGEMENT:** Establish a risk management process to identify, assess, and mitigate potential risks that may impact the rebrand project. This process should include regular risk assessments and updates to the risk register, along with the development of contingency plans to address identified risks.

By activating the PMO and providing the necessary tools and governance framework, organizations can effectively manage the execution of their rebrand project. This structured approach ensures that all workgroups are aligned, resources are efficiently utilized, and progress is closely monitored, ultimately leading to a successful brand transformation.

Continuous Improvement and Adaptation

Throughout the rebrand implementation process, the PMO should prioritize continuous improvement and adaptation. This involves regularly reviewing and refining processes, tools, and strategies to optimize performance and maximize results. Keep in mind that some of the best practices gleaned from the rebrand project can become the bedrock of an effective governance framework to manage the brand during and after complete transformation.

- 1 LESSONS LEARNED:** Encourage team members to share their experiences, challenges, and successes throughout the project.

By discussing these lessons learned, the PMO can identify areas for improvement and implement changes as needed.

- 2 **REGULAR REVIEWS:** Conduct periodic reviews of the rebrand project to assess progress, identify bottlenecks, and address any emerging issues. These reviews should involve both the PMO and the ELT, ensuring that all stakeholders are engaged and informed.
- 3 **ADAPTATION:** Be prepared to adapt and adjust the implementation plan as necessary. Changes in the organization, market, or industry may require modifications to the original plan. The PMO must be agile and flexible, making data-driven decisions to keep the project on track and achieve its objectives, while clearly communicating and rationalizing the need for adjustments to the ELT.

Rebrand projects frequently veer off course due to the variety of mutable factors impacting a business over the course of the typical 3-to-5-year transition period. By embracing a culture of continuous improvement and adaptation, the PMO will be better equipped to navigate the complexities and challenges of the project while focusing on a successful outcome.

Activating the PMO is a critical step in the rebrand implementation process. By providing the necessary tools, establishing a clear governance framework, and fostering a culture of continuous improvement, organizations can effectively manage and execute their brand change strategy, leading to a successful brand transformation.

6

Executing the Brand Change



Successfully executing a brand change involves a sequence of interdependent tasks, beginning with the completion of the brand strategy, verbal, and visual identity. These dependencies encompass: the development of interim guidelines and training programs to immerse agencies and vendor partners in the new brand; making core brand elements available, such as logo suites, fonts, color palettes, graphic devices, and visual libraries; and creating essential brand templates and assets, including stationery, collateral templates, and a design system for digital properties. Successful activation of design and production stakeholders requires schedule alignment and timely availability of these brand system resources.

With resources available, the focus shifts to producing both new collateral for the launch, and updating priority touchpoints to align with launch and the first 1–6 months post-launch. This stage of execution may involve developing a completely new corporate website, installing signage and environmental graphics, creating sales toolkits, rebranding company vehicles or livery, refreshing tradeshow components, designing new uniforms, and more. Correctly allocating the time, resources, and finance to fulfill the completion of launch- and post-launch-critical touchpoints is crucial to ensuring a seamless and successful brand launch and the initial stages of rollout.

Monitoring and Adjusting the Implementation Plan

- 1 REGULAR PROGRESS UPDATES:** Hold regular progress update meetings with workstream leads and stakeholders to review the status of each task and milestone. Ensure that everyone is on track and addressing any issues that arise.
- 2 ADAPT TO CHANGE:** Be prepared to adjust the implementation plan as needed, in response to new information, shifting priorities, or unforeseen challenges. Maintain a flexible mindset and be open to making changes that will ultimately benefit the rebranding process.
- 3 IDENTIFY DEPENDENCIES:** Keep track of dependencies between tasks and workstreams, ensuring that any delays or changes in one area do not negatively impact other areas of the project.

Coordinating with Internal Teams, Agencies, and Vendors

- 1 CLEAR COMMUNICATION:** Establish clear lines of communication between all parties involved in the brand change. This may include internal teams, branding or creative agencies, and external vendors responsible for producing branded materials.
- 2 ESTABLISH A CENTRAL HUB:** Create a central hub or platform for sharing information, resources, and updates related to the rebranding project. This will help ensure that everyone has access to the same information and minimize potential misunderstandings.
- 3 COLLABORATE AND SHARE EXPERTISE:** Encourage collaboration and the sharing of expertise among all parties involved in the brand change. Leverage the unique skills and perspectives of each team member to drive innovation and improve the overall quality of the project.

Overcoming Challenges and Mitigating Risks

- 1 PROACTIVELY IDENTIFY RISKS:** Regularly assess the rebranding project for potential risks and challenges, such as delays, budget overruns, or stakeholder resistance. Develop a risk register to track and prioritize these risks.
- 2 DEVELOP CONTINGENCY PLANS:** For each identified risk, develop a contingency plan outlining the steps that will be taken to mitigate the risk or address the challenge if it materializes. This proactive approach can help prevent minor issues from escalating into major problems.
- 3 LEARN AND ADAPT:** As you encounter challenges or setbacks during the brand change process, take the time to learn from these experiences and adjust your approach accordingly. This continuous improvement mindset will help you refine your strategies and tactics, ultimately contributing to the success of the rebrand.

By closely monitoring your implementation plan, coordinating effectively with internal and external partners, and proactively addressing risks and challenges, you'll be well-positioned to execute a successful brand change. As the brand manager, your leadership and oversight will play a crucial role in ensuring the new brand identity is embraced and maintained across your entire organization.

7

Launching and Celebrating the Brand



In this chapter we explore how organizations can successfully unveil their new brand identities to various stakeholder groups, such as employees, customers, media, and the general public. Each brand launch is unique in terms of timing, budget, and scope, but successful launches share common elements: thorough planning, effective coordination, and strategic execution.

To illustrate these principles in action, let's examine two brief case studies of successful brand launches for large national or global brands: Google's Alphabet Inc. and Mastercard Inc. These examples demonstrate how diverse approaches to launching a brand can achieve success when leadership approves the strategy and proper planning is in place.

Google's Alphabet Rebrand (2015)

In August 2015, Google announced a significant restructuring of the company and the creation of a new parent company. This strategic move was aimed at allowing Google to focus on its core business while providing more autonomy to its other ventures.

COORDINATED EXECUTION

The Alphabet announcement was carefully planned and orchestrated. Larry Page, Google's co-founder, published a blog post explaining the reasons behind the restructuring and the creation of Alphabet. Simultaneously, the new Alphabet website was launched, and the transition was communicated to Google employees through internal channels.

STAKEHOLDER INVOLVEMENT

- 1 EMPLOYEES:** Google's leadership kept employees informed about the changes through internal communications and meetings, ensuring a smooth transition and minimizing confusion.
- 2 CUSTOMERS/CLIENTS:** Google maintained its commitment to providing uninterrupted service to its customers throughout the transition. The company ensured that its customers understood the reasons behind the change and that their experience with Google products would remain unaffected.
- 3 MEDIA:** The announcement was strategically timed and coordinated to generate buzz and discussion in the media.

Google's leadership participated in interviews and wrote opinion pieces to further clarify the reasons for the rebrand and the benefits of the new structure.

- 4 GENERAL PUBLIC: Google and Alphabet leveraged their strong online presence to engage with the general public and keep them informed about the restructuring.

OUTCOME

The Alphabet rebrand was considered successful as it allowed Google to focus on its core business while providing more autonomy to its other ventures. The launch was well-coordinated, and the communication strategy effectively engaged all stakeholders.

Mastercard Rebrand (2016)

In 2016, Mastercard unveiled a new logo and brand identity, marking its first rebrand in 20 years. The goal was to modernize the brand and make it more digitally friendly while maintaining its recognizable elements. Mastercard's rebrand strategy focused on a coordinated launch and engaging key stakeholders.

COORDINATED EXECUTION

Mastercard worked closely with design agency Pentagram to create the new logo and visual identity. The rebrand was unveiled simultaneously across digital channels, including the company website and social media platforms, and was integrated into physical touchpoints such as credit cards, ATMs, and POS terminals.

STAKEHOLDER INVOLVEMENT

- 1 EMPLOYEES: Mastercard engaged its employees throughout the rebrand process, ensuring they understood the reasons behind the change and felt a sense of pride in the new brand identity. Employees were encouraged to share their enthusiasm for the new brand on social media and in their interactions with customers and partners.

- 2 CUSTOMERS/CLIENTS: The company communicated the changes directly to its customers and partners through targeted emails and announcements, ensuring they were aware of the new brand identity and any potential impacts on their experience with Mastercard products.
- 3 MEDIA: Mastercard leveraged the power of the media by conducting a series of interviews and press releases to communicate the new brand direction and purpose. The company also provided media assets and resources to ensure consistent and accurate coverage of the rebrand.
- 4 GENERAL PUBLIC: The rebrand was supported by a global marketing campaign that included digital advertising, social media engagement, and outdoor advertising to create buzz and connect with the public.

OUTCOME

Mastercard's rebrand was considered successful as it modernized the company's image while maintaining its recognizable elements. The coordinated launch and comprehensive communication strategy effectively engaged stakeholders and contributed to the brand's continued success.

Planning and Executing a High-Impact Launch

- 1 DEVELOP A LAUNCH STRATEGY: Work with your team and agency partners to develop a comprehensive launch strategy, including the target launch date, messaging, and key events or initiatives to support the rollout of the new brand. It's important to align your ELT's expectations with available time and budget, so that success has been defined from the top down.
- 2 COORDINATE ACROSS CHANNELS: Ensure consistency and coordination across all channels, including digital, social media, PR, and traditional marketing. Align all teams and partners to ensure a seamless and synchronized launch.
- 3 TEST AND REFINE: Conduct pre-launch testing and gather feedback from a select group of stakeholders to refine your launch plan.

This may include previewing new materials, messaging, and experiences to ensure they resonate with your target audiences.

Communicating the Brand Change to External Audiences

- 1 CRAFT COMPELLING MESSAGING:** Develop clear and compelling messaging that communicates the rationale behind the rebrand and highlights the benefits and value of the new brand identity for your customers, partners, and other stakeholders.
- 2 UTILIZE MULTIPLE CHANNELS:** Leverage a variety of communication channels to reach your target audiences, including press releases, social media, email campaigns, and other marketing initiatives.
- 3 MONITOR AND RESPOND:** Actively monitor the response to your brand change from customers, industry influencers, and the media. Be prepared to address any questions, concerns, or misconceptions that may arise, as quickly and transparently as possible. Think of “The Gap” — not every brand change is well received by all audiences, so the rationale for that change and the requirement to adopt need to be crystal clear.

Celebrating the Transformation with Internal Stakeholders

- 1 HOST INTERNAL LAUNCH EVENTS:** Organize launch events or celebrations for your employees and internal stakeholders to introduce the new brand, share key messaging, and showcase the updated brand materials and experiences. Consider capturing launch-day activities with video and cameras to create additional engagement materials.
- 2 EMPOWER AND EDUCATE:** Provide employees with the necessary resources, training, and support to understand and advocate for the new brand. This may include brand guidelines, FAQs, and talking points.
- 3 RECOGNIZE AND REWARD:** Acknowledge the hard work and dedication of your team and those who contributed to the

rebranding process. Celebrate their achievements and reward them for their efforts in making the new brand a reality.

By planning a high-impact launch, effectively communicating the brand change to external audiences, and celebrating the transformation with your internal stakeholders, you can ensure a successful transition to the new brand identity. As the brand manager, your leadership and guidance will be essential in orchestrating this process and fostering a strong sense of ownership and pride in the new brand.

8

Establishing Brand Governance and Management



A robust brand governance and management framework is crucial for maintaining consistency and driving brand success. In this chapter, we will discuss the development of a brand governance framework, the implementation of brand management tools and processes, and how to manage and govern your brand on a shoestring budget.

While the brand launch creates the groundswell, brand management and governance initiatives provide the reinforcement needed to keep that groundswell targeted and safely contained. Without strong management and governance, that groundswell can quickly become a flood of equity-damaging proportion. By implementing an effective brand governance plan, organizations can maintain their brand's integrity and drive growth. A prime example of an organization that successfully adopted and grew brand governance is The Coca-Cola Co.

Coca-Cola: Building a Strong Brand Governance Structure

Coca-Cola, one of the world's most recognized and valuable brands, has a long history of maintaining and evolving its brand governance structure to ensure consistent brand messaging and experiences across the globe. The company's success in this area can be attributed to its commitment to a robust brand governance framework and its continuous improvement efforts.

Coca-Cola established a Global Brand Governance Council that oversees the development and execution of the company's brand strategy, ensuring consistency across all touchpoints and markets. The council consists of members from various divisions, including marketing, legal, design, public affairs, and corporate communications. This diverse group of stakeholders works together to define guidelines, set standards, and monitor compliance across the organization.

In addition to the Global Brand Governance Council, Coca-Cola also created regional brand governance councils, which address local market needs and cultural nuances. These regional councils ensure that the brand's global vision and standards are effectively translated and adapted to resonate with local audiences.

Coca-Cola's brand governance structure has proven to be successful in maintaining the company's brand integrity while promoting growth. By establishing clear guidelines, monitoring compliance, and promoting continuous improvement, Coca-Cola has been able to consistently deliver a

powerful and coherent brand message to customers worldwide. The company's strong brand governance has been integral to its ongoing success.

Developing a Brand Governance Framework

- 1 UNDERSTANDING BRAND GOVERNANCE:** Brand governance is a state of brand operations achieved through a well-coordinated framework of stakeholders, systems, and workflow processes that impact and steer the brand each day. Governance is not a one-time event but rather an ongoing process that evolves with the brand.
- 2 ASSESSING BRAND GOVERNANCE MATURITY:** Determine the level of maturity your brand has achieved with respect to governance by reviewing existing processes, tools, and resources. Identify areas for improvement and develop a plan to address gaps. Take a moment to rate your state of governance on the following scale:
 - a AD-HOC:** Little to no infrastructure, governance practices are not established or are in early stages of development.
 - b DEVELOPING:** The need has been acknowledged, commitments are being made, but enterprise action has yet to commence.
 - c FUNCTIONAL:** Executive leadership is aligned on a brand operational infrastructure, which is actively, but inconsistently, utilized. The future of your governance framework is unknown.
 - d ADVANCED:** Universal adoption and appropriate use of infrastructure and governance tactics are in place. Continued governance initiatives are firmly part of leadership's annual budget planning.
 - e LEADING:** Enterprise-wide practices of a high standard are in place, and continuous improvement initiatives assist in optimizing and evolving the governance framework.
- 3 DEVELOPING AND IMPROVING THE FRAMEWORK:** Establish a clear brand governance structure, outlining roles, responsibilities, and reporting lines. Ensure executive buy-in and long-term investment to achieve a stable and sustainable state of brand governance.

- 4 TIME AND COST CONSIDERATIONS: Developing a brand governance framework involves an upfront investment of time and resources, but the long-term benefits, such as increased brand consistency and reduced risk, far outweigh the costs.
- 5 CULTURAL CONSIDERATIONS: Recognize there is a spectrum of approaches to executing a brand governance framework: the often-referenced “brand police” approach, strict mandates with enforceable consequences; and the engagement approach, underpinned by an established culture of stewardship often seen in organizations with advanced or leading programs. Between those two is the support approach: mandates are referenced to ensure continued growth and the seeds of effective stewardship are planted through consistent encouragement. Aligning your approach to governance with the cultural norms of your organization is one key to success. For example if in-house creative stakeholders simply need to be told what to do — and prefer concrete directives — mandates will be far more successful than offering support and encouraging self-led decision making.

Implementing Brand Management Tools and Processes

- 1 TOOLS: Streamline brand operations using various tools, such as Brand Asset Management platforms, marketing automation platforms, and well-crafted templates where manual production is the norm. Integrating templates with marketing automation platforms can further enhance their value. Costs for implementing these tools may vary, so consider the potential return on investment.
 - a LICENSED TOOLS:
 - » FRONTIFY: A comprehensive brand management platform that centralizes all brand assets, guidelines, and collaboration tools, making it easier for teams to stay on-brand. Frontify’s unique selling point is its intuitive user interface and extensive customization options.

- » WIDEN: A digital asset management (DAM) solution that helps organizations store, organize, and distribute their digital assets efficiently. Widen's USP is its ability to integrate with a wide range of marketing tools and its powerful search functionality.
- » PAPIRFLY: A brand management software focused on empowering teams to create marketing materials without the need for extensive design skills. Papirfly's USP is its emphasis on ease of use and efficiency for non-designers.
- » TEMPLAFY: A content enablement platform that helps organizations manage, update, and share branded templates and assets across teams. Templafy's USP is its seamless integration with Microsoft Office and other productivity tools.

b IN-HOUSE TOOLS:

- » INTRANET PAGES: Developing a dedicated intranet page accessible by both internal and external stakeholders (where possible) can be an effective way to share brand guidelines, assets, and templates. This can save time and ensure consistency, as users can easily access the necessary materials.
- » LINK LIBRARIES: If external access to the intranet is not feasible, consider creating a small library of ordered links that can be delivered to any requesting party using existing file-sharing mechanisms like OneDrive, Box, Google Drive, or Dropbox. For example a Read Me overview, brand identity guidelines, link to hosted brand training, logo suite, icon library, productivity templates (e.g., Microsoft Word and PowerPoint), collateral templates (Creative Cloud), and a list of FAQs and preferred stock resources would provide a consistent immersion package for design partners.
- » SHARED INTERNAL SPACE: Creating a library of frequently used and well-designed presentation slides, templates, and assets in a shared internal space can help

streamline the design process for larger internal creative service and presentation design groups. This enables designers to draw upon or contribute to a curated selection of materials, reducing time spent searching for solutions or redesigning the same essential content. Existing enterprise tools like SharePoint or Google Sites can be utilized to create these shared spaces.

- 2 PROCESSES: Adopt best practices for producing brand and marketing communications, such as clear creative briefs, designer education, and access to brand assets and guidelines. Manage marketing requests and traffic with a RACI or similar model for reviews and approvals. Establish a formal review mechanism during the early days of the brand to ensure adherence to brand standards.
 - a CLEAR CREATIVE BRIEFS: Developing a standardized creative brief template that captures essential information about project objectives, target audience, and desired outcomes can help set clear expectations and streamline the design process.
 - b DESIGNER EDUCATION: Investing in educational resources and workshops for designers can ensure they have a deep understanding of the brand's visual identity, messaging, and guidelines, resulting in more consistent and on-brand designs.
 - c RACI OR SIMILAR: Implementing a RACI (Responsible, Accountable, Consulted, and Informed) or similar model for reviews and approvals can help manage marketing requests and traffic, ensuring that the right people are involved at the right time. This model also helps clarify roles and responsibilities, reducing confusion and streamlining the approval process.

By considering a combination of licensed tools and in-house development options, organizations can create a tailored approach to brand management that suits their unique needs and budget. These tools and processes not only help maintain brand consistency but also improve efficiency, reducing time spent searching for solutions or recreating essential content. The key is to

evaluate the potential return on investment and choose the tools and processes that best support the organization's brand governance and management goals.

Managing and Governing the Brand on a Limited Budget

- 1 RUDIMENTARY BRAND HELPDESK:** Instead of using helpdesk software, set up a shared email address and spreadsheet to log incoming requests. Track request details, resolution, and turnaround time to glean insights and improve brand performance.
- 2 IDENTIFYING BRAND STEWARDS:** Recognize individuals who understand the brand best and empower them to become brand stewards, while providing additional assistance to those who need it. There will always be clear “early adopters” of the brand, and they are usually happy to engage others to understand the brand as they do. While this may be an ad-hoc solution, it's one that costs very little and offers a chance to reward employee initiative through public recognition or low-cost perks like brand merchandise or a special commemorative gift.
- 3 ADDRESSING COMMON REQUESTS:** If certain requests recur frequently through the brand helpdesk, produce additional FAQs, assets, or tools, or consider updating guidelines to address these needs more efficiently. Deploying these additional resources is a perfect opportunity for quick-hit employee, agency, and vendor engagement using your intranet and email communications.

By developing a brand governance framework, implementing effective brand management tools and processes, and managing your brand on a budget, you can achieve a consistent and successful brand identity that resonates with your target audience. Remember, brand governance is an ongoing process that requires continuous attention and adaptation to maintain a strong brand presence. It requires Executive-sanctioned long-term budgeting, careful planning, patience, and years of persistence to achieve a state of leading governance.

9

Fostering Post-Launch Brand Guardianship



Building and maintaining brand guardianship after the launch of your rebrand is crucial to ensure long-term success. In this chapter, we will discuss monitoring brand performance and consistency, implementing continuous improvement strategies, and adapting to evolving market conditions and challenges.

Monitoring Brand Performance and Consistency

- 1 KPIs AND MONITORING SOLUTIONS:** Review the KPIs established at the beginning of the rebrand process, and utilize monitoring solutions, ranging from basic tools like Google Analytics to advanced social media monitoring platforms, to measure brand performance and consistency. Set specific goals for each KPI, and track your progress toward these goals regularly.
- 2 REPORTING TO THE EXECUTIVE TEAM:** Develop a reporting template to share brand performance updates with the executive team, focusing on KPIs, milestones, and budget. Schedule quarterly meetings to present your findings and discuss any necessary adjustments to the brand strategy.
- 3 POST-LAUNCH MILESTONES:** Continuously monitor post-launch milestones and compare them against the original high-level timelines and budgets provided by workstream leads. If deviations occur, collaborate with the relevant teams to understand the causes and develop action plans to get back on track.

Implementing Continuous Improvement Strategies

- 1 EMPLOYEE ENGAGEMENT:** Encourage employee engagement by organizing regular brand training sessions, workshops, or webinars. Establish an internal communication platform where employees can share their thoughts and ideas about the brand, and recognize team members who contribute to its long-term success.

- 2 **BRAND STEERING COMMITTEE:** Form a brand steering committee with representatives from key departments. Schedule periodic meetings to review brand management tools, templates, and processes. Assign tasks to committee members to address identified areas for improvement and monitor progress.
- 3 **CONTINUOUS IMPROVEMENT:** Regularly review your brand performance data, employee feedback, and steering committee findings. Use these insights to identify areas for improvement and implement changes as needed to optimize brand performance and consistency.

Adapting to Evolving Market Conditions and Challenges

- 1 **MONITORING MARKET TRENDS:** Subscribe to industry publications, attend conferences, and follow thought leaders to stay informed about market trends and changes in your industry. Share relevant insights with your team and the brand steering committee to inform potential adjustments to both your brand strategy and the impact change may have on brand messaging and visual identity.
- 2 **ADAPTING BRAND STRATEGY:** Growth and change is unavoidable for modern brands; positioning that evolution with a mindful and data-backed approach to change will help retain, nurture, and grow your earned brand equity. Schedule annual brand strategy review sessions with the executive team and key stakeholders. Use the insights gathered from monitoring market trends to refine your brand positioning, messaging, and visual identity as needed. Develop action plans to address gaps or opportunities and assign responsibilities to relevant team members.
- 3 **EMBRACING CHANGE:** Foster a culture of adaptability and resilience by celebrating successes, learning from failures, and encouraging innovation. Implement change management processes, such as open communication, training, and support, to help team members adapt to changes in the brand strategy or market conditions.

By diligently monitoring brand performance, implementing continuous improvement strategies, and adapting to evolving market conditions, you can ensure successful post-launch brand guardianship and maintain a strong, consistent brand identity that resonates with your target audience.

10

Learning from Real-World Brand Change Experiences



In this chapter, we will dive into some real-world examples of brand change experiences, with a special emphasis on the role brand governance plays in these transformations. We will examine successful brand transformations, learn from ill-fated brand changes, and discuss key takeaways and best practices for brand managers to apply to their own rebranding efforts, especially regarding brand governance and management.

Successful Brand Transformations

DOMINO'S REBRAND

Domino's Pizza Inc. underwent a major rebranding effort in 2010, addressing product quality issues and transforming its brand image from a fast-food pizza chain to a company focused on providing an exceptional customer experience. The rebranding was a major success, resulting in increased sales, customer satisfaction, and brand recognition.

- 1 ADDRESSING CUSTOMER FEEDBACK:** Domino's publicly acknowledged its shortcomings in product quality and made significant improvements to its pizza recipes, based on customer feedback and research.
- 2 TRANSPARENT COMMUNICATION:** The company was open and honest about its journey, sharing its progress and improvements with customers through advertising campaigns, social media, and PR efforts.
- 3 STRENGTHENED BRAND GOVERNANCE:** Domino's implemented strict brand guidelines and processes to ensure consistency across all touchpoints, including messaging, visuals, and customer experience.
- 4 EMPHASIS ON TECHNOLOGY AND INNOVATION:** The company invested heavily in technology, introducing innovative solutions like the Domino's Pizza Tracker, online ordering, and AI-powered chatbots to improve customer experience and streamline operations.
- 5 ONGOING IMPROVEMENT AND EXPANSION:** Domino's continuously improved its products and services, based on customer feedback and market research, and expanded its offerings to include new menu items and delivery options.

The successful Domino's rebranding effort highlights the power of effective brand governance, a customer-centric approach, and a commitment to continuous improvement. By addressing customer concerns, implementing consistent brand standards, and embracing innovation, Domino's turned its brand image around, leading to increased market share, improved customer satisfaction, and sustained growth.

NISSAN'S INVESTMENT IN BRAND GOVERNANCE

In the early 2000s, Nissan Motor Co. faced the challenge of unifying and strengthening its brand image across its global operations. As a company with a presence in multiple markets, it was crucial to ensure that its brand message remained consistent and easily recognizable. To address this issue, Nissan invested in a robust brand governance framework that included centralized guidelines, tools, and processes.

- 1 CENTRALIZED BRAND GUIDELINES:** Nissan developed comprehensive brand guidelines that covered everything from logo usage and typography to advertising and retail space design. These guidelines were made available to all employees and partners worldwide through a digital platform, ensuring easy access and consistent implementation.
- 2 DIGITAL ASSET MANAGEMENT (DAM) SYSTEM:** To streamline the management and sharing of brand assets, Nissan implemented a DAM system. This tool allowed for easy storage, organization, and distribution of brand assets, such as images, logos, and marketing materials, across the organization. This ensured that all employees and partners had access to the latest approved assets, reducing inconsistencies and strengthening the overall brand image.
- 3 TRAINING AND COMMUNICATION:** To promote understanding and adoption of the brand governance framework, Nissan provided training and communication resources to its employees and partners. This included workshops, webinars, and ongoing support to ensure that everyone understood the importance of maintaining brand consistency and knew how to apply the guidelines in their work.
- 4 BRAND GOVERNANCE TEAM:** Nissan established a dedicated brand governance team to oversee and manage the implementation of

the brand governance framework. This team was responsible for monitoring brand consistency across all markets, updating guidelines as needed, and providing support to regional teams to address any brand-related issues.

- 5 **MEASURING SUCCESS:** Nissan regularly measured the success of its brand governance initiative by tracking KPIs such as brand recognition, customer satisfaction, and brand value. This allowed the company to assess the impact of its brand governance efforts and make data-driven decisions to further strengthen its brand presence.

As a result of Nissan's investment in brand governance, the company successfully unified its global brand image and strengthened its position in the automotive industry. The consistent implementation of brand guidelines and the efficient management of brand assets have contributed to increased brand recognition, customer satisfaction, and overall brand value. Nissan's commitment to brand governance serves as an example of the positive impact that a well-executed brand governance framework can have on a company's success.

AETNA: BUILDING A COMPREHENSIVE FRAMEWORK

Aetna Inc., a leading health insurance provider, underwent a rebranding in 2015, with a focus on creating a more consistent and unified brand experience for its customers. The company recognized the importance of effective brand governance to ensure the success of its rebranding efforts and maintain the long-term strength of its brand.

- 1 **DEFINING BRAND GOVERNANCE FRAMEWORK:** Aetna developed a comprehensive framework that outlined brand guidelines, templates, and processes to be used across the organization, ensuring that all touchpoints aligned with the company's brand identity.
- 2 **DAM SYSTEM:** To centralize and manage brand assets, Aetna implemented a DAM system. This platform allowed employees and partners to easily access the necessary assets, such as logos, images, and templates, ensuring consistent application of the brand across various channels.
- 3 **TRAINING AND COMMUNICATION:** Aetna focused on educating its employees and partners on the brand governance framework

by providing training materials, workshops, and webinars. This effort ensured that everyone understood the importance of brand consistency and knew how to apply the guidelines in their work.

- 4 **BRAND GOVERNANCE TEAM:** Aetna established a dedicated brand governance team responsible for overseeing the implementation of the framework. The team monitored brand consistency across all markets, updated guidelines as needed, and provided support to address any brand-related issues.
- 5 **MEASURING SUCCESS:** Aetna regularly measured the success of its brand governance initiative by tracking KPIs and conducting brand audits. This allowed the company to identify any deviations from the brand guidelines, take corrective actions, and continuously improve its brand governance processes.
- 6 **RESULTS:** By investing in a comprehensive brand governance framework, Aetna was able to maintain brand consistency, increase employee engagement with the brand, and enhance its overall brand equity. The systematic approach to brand governance led to a stronger and more coherent brand identity, which in turn contributed to Aetna's growth and success in the highly competitive healthcare industry.

Aetna's commitment to implementing a robust brand governance framework demonstrates the significant impact that brand consistency and employee engagement can have on the overall success of a rebranding effort. By prioritizing brand governance, Aetna was able to strengthen its brand identity and position itself as a leading player in the competitive healthcare industry.

MARRIOTT INTERNATIONAL

Marriott International, one of the largest hotel chains worldwide, has consistently maintained and developed its brand image over the years. The company has undergone several branding efforts, including mergers and acquisitions, that have required diligent management and integration of new brands into their existing portfolio. Marriott has developed a strong brand governance system to ensure the success of these branding endeavors and maintain brand consistency across its various properties.

- 1 **BACKGROUND:** Marriott International has a diverse portfolio of hotel brands, each catering to specific market segments. With

the acquisition of Starwood Hotels and Resorts in 2016, Marriott added 11 new brands, bringing their total to 30 distinct hotel brands. This expansion demanded a well-orchestrated brand governance strategy to maintain consistency and effectively communicate the new brand architecture to customers and employees.

- 2 **BRAND GOVERNANCE APPROACH:** Marriott developed a comprehensive brand governance framework that emphasized clear communication, brand education, and adherence to brand standards across all properties. They implemented strict guidelines and procedures to ensure consistent execution of brand elements across every touchpoint, including marketing materials, property design, and employee training programs.
- 3 **EMPLOYEE ENGAGEMENT:** Marriott involved employees at every level of the organization in its brand governance efforts. The company provided brand education and training programs to empower employees to act as brand ambassadors and deliver a unified brand experience to customers. This focus on employee engagement contributed to Marriott's success in maintaining brand consistency throughout its diverse portfolio.
- 4 **RESULTS:** Marriott's commitment to brand governance has helped the company to successfully integrate acquired brands and maintain a consistent and unified brand experience across its portfolio. Their emphasis on employee engagement and strict adherence to brand standards has led to a strong brand reputation and customer loyalty. As a result, Marriott has continued to grow its global footprint and continues to be a dominant player in the hospitality industry.

Lessons Learned from Ill-fated Brand Changes

KODAK'S PICTURE IMPERFECT REBRAND

The Eastman Kodak Company, once a dominant force in the photography industry, struggled to adapt to the digital age and faced a series of branding missteps. The company's failure to manage its brand transformation effectively and adapt to the changing market ultimately led to its decline.

- 1 **INABILITY TO PIVOT TO DIGITAL:** Kodak's brand was synonymous with film photography, and the company failed to recognize the potential of digital technology early on. Despite having invented the first digital camera, Kodak's management failed to see it as a disruptive force in the market and continued to focus on their traditional film business. This inability to pivot their brand to digital technology resulted in the company losing market share to competitors who embraced the digital revolution.
- 2 **CONFUSED BRAND IDENTITY:** In an attempt to catch up with the digital market, Kodak introduced multiple product lines and services, such as printers and digital cameras, which diluted their brand identity. The company struggled to maintain a clear and consistent brand message across these new products and services, leading to customer confusion and weakening their brand equity.
- 3 **POOR IMPLEMENTATION OF BRAND CHANGES:** Kodak's efforts to reposition its brand in the digital space were disjointed and lacked clear direction. The company failed to invest in a comprehensive brand implementation strategy, resulting in a lack of cohesion across its touchpoints, such as advertising, packaging, and in-store displays. This inconsistency further eroded the company's brand equity and failed to convey a compelling value proposition to customers who were already moving toward competitors with more coherent brand identities.
- 4 **INADEQUATE BRAND GOVERNANCE AND MANAGEMENT:** Kodak's struggles with its brand transformation were exacerbated by a lack of robust brand governance and management processes. The company did not have a clear structure in place for maintaining brand standards, monitoring performance, and making necessary adjustments as market conditions evolved. This lack of oversight allowed inconsistencies to persist and hindered the company's ability to adapt to changing customer preferences and industry trends.

Key lessons from Kodak's rebranding failure:

- 1 **BE PROACTIVE IN ADDRESSING MARKET SHIFTS:** Companies must continuously monitor market trends and be willing to adapt their brand strategy to remain relevant in the face of disruptive forces, such as digital technology in Kodak's case.

- 2 MAINTAIN A CLEAR AND CONSISTENT BRAND IDENTITY: As a company expands its product lines and services, it is essential to ensure that the brand messaging remains consistent across all touchpoints to avoid customer confusion and maintain brand equity.
- 3 INVEST IN A COMPREHENSIVE BRAND IMPLEMENTATION STRATEGY: Executing a successful brand transformation requires a well-planned and coordinated effort across all aspects of the business, from advertising and packaging to in-store displays and digital channels.
- 4 ESTABLISH STRONG BRAND GOVERNANCE AND MANAGEMENT: To maintain brand standards, monitor performance, and make necessary adjustments as market conditions evolve, companies need to establish robust brand governance and management processes. This includes assigning clear responsibilities, setting up monitoring systems, and fostering a culture of continuous improvement and adaptability within the organization.

By learning from Kodak's mistakes, companies can better understand the importance of executing a well-planned brand transformation, maintaining a clear and consistent brand identity, and establishing robust brand governance and management processes. These lessons highlight the need for executive leadership to support the costs and efforts of brand managers in order to grow brand equity through effective brand implementation and daily brand operations.

BRITISH AIRWAYS' CANCELED FLIGHTS

In 1997, British Airways PLC (BA) embarked on an ambitious rebranding project called "World Images," intending to communicate a more global, diverse, and customer-centric brand identity. However, the rebrand faced numerous implementation challenges and was ultimately rolled back, providing valuable lessons on the importance of consistent and well-executed brand implementation.

- 1 BACKGROUND: To embrace a more international outlook, BA replaced its traditional Union Jack tailfin design with a variety of world art designs, representing countries from around the globe. The company planned to repaint its entire fleet of over 300 aircraft with these new designs, alongside introducing redesigned uniforms, lounges, and other brand touchpoints.

- 2 **THE FALLOUT:** The rebranding effort faced significant backlash from various stakeholders. Employees, including pilots and cabin crew, felt that the new designs lacked a strong connection to BA's British heritage, leading to reduced pride and motivation. Politicians and the British public criticized the new tailfin designs as unpatriotic and confusing, while some international passengers had difficulties recognizing the BA brand due to the inconsistent application of the new designs across the fleet.
- 3 **UNANTICIPATED SCALE:** Moreover, the sheer scale of the rebrand, involving numerous aircraft and touchpoints, led to a slow and inconsistent implementation process. Many planes remained in the old livery, creating a disjointed brand experience for passengers.
- 4 **PIVOT IN REVERSE:** In 2001, BA's new CEO, Rod Eddington, decided to revert to a more traditional design, featuring the Union Jack prominently on the tailfin. The cost of the failed rebranding effort was estimated to be around £60 million, including the expenses associated with repainting aircraft and other brand touchpoints.

British Airways' incomplete rebranding highlights the importance of considering the impact of a brand change on various stakeholders, as well as the challenges of implementing brand changes across a vast and complex organization. The failure underscores the need for consistent and well-executed brand implementation, clear communication with employees and customers, and thorough consideration of the brand's heritage and identity. To avoid similar pitfalls, brand managers should prioritize stakeholder buy-in, invest in the necessary tools and processes for effective brand governance, and ensure a cohesive and timely rollout of rebranded touchpoints.

TO SHACK OR NOT TO SHACK?

RadioShack, once a well-known electronics retailer, faced significant challenges during a rebranding effort that ultimately contributed to the brand's decline. While their rebranding failure was due to a combination of factors, a key issue was the inconsistent implementation of brand elements and a lack of organization in the rollout.

- 1 **BACKGROUND:** In 2009, RadioShack decided to rebrand itself as "The Shack" in an attempt to shed its outdated image and appeal

to a younger, more tech-savvy audience. The company planned to revitalize its stores, website, and marketing materials to reflect the new brand identity. However, the rebranding was not executed smoothly, leading to customer confusion and a lack of brand cohesion.

- 2 **INCONSISTENT IMPLEMENTATION:** RadioShack’s rebranding was marred by inconsistencies in the implementation of the new brand identity. While some stores transitioned to “The Shack” branding, others continued to use the old RadioShack logo and branding. This inconsistent approach caused confusion among customers who were unsure about the relationship between RadioShack and The Shack.
- 3 **LACK OF ORGANIZATION AND BUY-IN:** The rebranding effort was further hampered by a lack of organization and buy-in from stakeholders. The company did not effectively communicate the reasons for the rebrand or provide clear guidance to store managers and employees on how to implement the new brand identity. This lack of direction led to resistance from staff members and a slow adoption of the new branding across the company’s touchpoints.
- 4 **INCOMPLETE REBRANDING:** The inconsistencies in the implementation of the new brand identity, combined with a lack of organization and buy-in, meant that the rebranding effort was never fully completed. The old RadioShack branding continued to linger in the marketplace, undermining the company’s efforts to project a fresh, updated image. This incomplete rebranding contributed to the further decline of RadioShack’s reputation and customer base.

The RadioShack rebranding failure serves as a cautionary tale for brand managers. A lack of consistent implementation, poor organization, and insufficient stakeholder buy-in can undermine even the most well-intentioned rebranding efforts. To avoid a similar fate, it’s crucial to develop a comprehensive plan, communicate the reasons for the rebrand effectively, and ensure that all stakeholders are on board and equipped with the necessary tools and resources to support the brand transformation.

Key Takeaways and Best Practices for Brand Managers

To successfully navigate a brand transformation, brand managers can learn from these case studies and apply the following best practices:

- 1** Develop a comprehensive brand governance framework.
- 2** Invest in modern tools and processes to manage brand assets and streamline communications.
- 3** Engage employees and external partners in brand training and provide them with clear guidelines and expectations.
- 4** Establish a brand steering committee to oversee the transformation and provide strategic direction.
- 5** Set clear KPIs to track brand consistency and performance.
- 6** Be prepared to adapt and make adjustments as needed throughout the rebranding process.

By following these best practices, brand managers can ensure a successful brand transformation that not only strengthens their brand but also promotes long-term brand stewardship and commitment across the organization.

EPILOGUE

Embracing the
Future of Brand
Transformation



As we conclude this comprehensive guide on brand change, it's important to recognize the ever-evolving landscape of brand management and the critical role brand managers play in guiding organizations through transformations. In this final chapter, we will discuss the changing role of brand managers, staying ahead of industry trends and innovations, and continuing your brand management journey.

The Evolving Role of Brand Managers

Brand managers today face more responsibilities than ever before. As organizations navigate a complex, digital-first world, brand managers must be adept at understanding and leveraging new technologies, fostering collaboration across departments, and driving innovation in brand strategy and execution. This necessitates continuous learning and adaptability to ensure the brand remains relevant, consistent, and true to its core values.

During times of brand change, the added stress of leading a successful transformation is close to impossible without Executive support, a robust Brand Operations team, and often the help of outside experts to shoulder the weight of putting a clear, actionable, and bulletproof plan into place for a process that, in its early stage, can take up to a year and, in later stages, 3 to 5 years or more.

Staying Ahead of Industry Trends and Innovations

To succeed in this rapidly changing environment, brand managers must stay informed about industry trends and innovations. This includes embracing new tools and platforms for brand asset management, marketing automation, and analytics. Furthermore, brand managers should be aware of emerging trends in customer behavior, design, and communication channels to ensure their brand remains at the forefront of industry developments.

Here are a few ways brand managers can stay ahead of trends and innovations:

- 1** Attend industry conferences and webinars.
- 2** Subscribe to relevant newsletters and publications.

- 3 Network with peers, industry leaders, and agencies focused on brand implementation, change management, and technological transformations.
- 4 Participate directly in online forums, discussion groups, and brand-focused podcasts.
- 5 Engage in continuous learning through professional development courses and workshops.

Continuing Your Brand Implementation Journey

As you continue your brand implementation journey, remember that a successful brand transformation is an ongoing process. It requires continuous monitoring, assessment, and refinement to ensure your brand remains consistent, relevant, and engaging to your target audience. Brand management tools help streamline your efforts to stay on brand. A brand governance framework will enable effective collaboration between people, technological tools, and workflow processes that, in concert, help keep the brand on track.

To embrace the future of brand management and governance:

- 1 Foster a culture of collaboration and continuous improvement within your organization.
- 2 Establish clear brand governance and management processes to ensure brand consistency across all touchpoints.
- 3 Regularly review and update your brand strategy to align with evolving market conditions and customer expectations.
- 4 Leverage data and analytics to make informed decisions and drive brand performance.
- 5 Engage in ongoing professional development to enhance your skills and stay current with industry developments.

By following these principles and applying the insights gained throughout this guide, you will be well-equipped to lead your organization through successful brand transformations and create lasting value for your brand.



About the Author

Andy Johnson is the Founder and Managing Partner of IMP (Implementation Management Partners) in the US and the Director of its UK subsidiary, IMP Ltd. With over 25 years of experience in brand and marketing design, production, and implementation, Andy is a seasoned industry expert.

Andy has worked for prestigious firms such as Landor Associates (Landor & Fitch) and has served as a Director of Brand Management Services at Interbrand, where he worked on AT&T's evolution, led global rebrand implementation for HP, managed the brand integration for Microsoft's acquisition of Nokia, and Medtronic's acquisition of Covidien. He also developed global transition scenarios for UPS for their attempted acquisition of global logistics provider TNT.

Under Andy's leadership, IMP has partnered with some of the world's most renowned branding agencies and has assisted clients including State Street Global Advisors (SSGA), Gannett (USA Today Network), Dolby Laboratories, and global engineering pioneer Leidos, Inc. through launches, rebrands, acquisitions, and spin-off integrations. His extensive knowledge and passion for brand management make Andy a valuable resource for those seeking to navigate the complexities of brand transformations.

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