

brand**matters.**



**THE GUIDE TO
REBRANDING**

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Introduction

Rebranding is a term that generates confusion and often gets thrown around loosely. In common vernacular it can mean anything from a change to your brand's look and feel prior to the launch of a new campaign, through to a complete overhaul of your brand strategy and the launch of the new company name and logo.

The reality is that a true rebrand is a journey that involves comprehensively analysing what has changed within your business and its strategy, bringing that change to life through a defined brand positioning, and signalling the change to the market, often via a new logo or look and feel.

Your brand is an asset and should be treated as such. According to Millward Brown, in 2013 the world's most valuable brand, Apple, has a brand value of over \$185 billion. By comparison, Australia's leading company in terms of brand value was Woolworths, with a brand value of over \$8 billion.

Brand is the conduit that connects your organisation to its clients, its channels, its stakeholders and its community.



Your brand represents what is unique and valuable about your business that cannot easily be replicated. For example, many of your competitors may have online retail stores or 24-hour customer service centres, but none has created a product or organisation exactly the same as yours. However the ability to capitalise on your uniqueness is a valuable skill and not something that necessarily comes easily.

This guide aims to provide internal marketing teams with an overview of when a rebrand should be considered and what is involved. Its intent is to help you define the scale and scope of what you hope to achieve, and then identify milestones to help structure your rebranding journey. We've deliberately focused on the creation of the brand and brand strategy because this is at the heart of what makes your brand unique. The launch and rollout of your rebrand is, of course, important — but if you haven't developed a unique, credible, relevant and sustainable brand to underpin your marketing launch, you risk failing to maximise the ROI a strong brand can offer.

+ MORE THAN A LOGO

We should also state at the outset, brand is much more than a logo. Logos, taglines, advertising and other external communications are merely representations of a brand. An amazing logo alone doesn't make a brand great.

A strong brand is the clear and evocative articulation of your purpose. It's how people internally and externally think and feel about your organisation, its products and services. It's not about the product or service itself, but the impact you create in a customer's life.

Internally, your brand should be the unifying force behind all your people so that everyone is working towards a common goal and everyone understands what it means to work for your organisation.

Your brand comes to life across every touch point you have with your employees, customers and stakeholders: from your employment strategy to your induction process; your customer service standards to employee uniforms; your advertising to your website copy; your PR strategy to your approach to corporate social responsibility. Your brand is the truth that underpins your reputation.

Strong brands connect with and commit to your customers.

Strong brands unify your business and strengthen your performance.

Strong brands energise and inspire your employees.

And strong brands are about much more than just a logo.

What is rebranding?

Businesses evolve. Business strategies change direction. Organisations grow, markets contract, acquisitions are made, competitors arrive, organisations are sold. New products emerge. Old products are discarded. In short, in an ever-changing, competitive environment, no brand can remain the same forever.

Rebranding is one approach businesses can take to tell audiences about a change in their organisation. Refreshing the existing brand is another. So what's the difference?

To rebrand is to significantly change your brand and tell your audiences that you have done so, while to refresh your brand is to adjust it: to tweak it to align to a more subtle shift in direction. For many companies, a rebrand could signal the introduction of new products and services; a merger or important acquisition; a change of strategic direction such as discontinuing some lower-performing products or services; or the need to more clearly differentiate itself against its competitors in a cluttered market.

The difference between a rebrand and a refresh is an important but often subtle distinction. A true rebranding of your organisation is a process, not a short-term project. It is more than just changing your logo or adding a new design device to your website and promotional collateral. It involves identifying what has changed within your organisation; capturing that change and translating it into a new brand positioning and brand strategy for your organisation; and representing that change to both your internal and external audiences.

When you rebrand, it is a signal to your audiences that they need to reassess their preconceived notions of your brand. It is not a trigger that should be pulled lightly. Rebrands launch with a bang. Refreshes roll out over time.



When you launch a rebranded company you need to announce to your audiences that things will be different from now on. A common method of making such an announcement is a meaningful change to your visual identity. Any change to your visual identity needs to represent and reflect the following to your audience:

- **Context:** Why have you changed your brand?
- **Meaning:** What do the changes to your visual identity symbolise?
- **Benefit:** How does your new brand turn up as a benefit for me?

These messages need to be reflected in a way that resonates with your audience. No rebranding decision or process can occur without risk. There is a certain comfort that is often associated with an existing brand, especially among internal stakeholders.

Change can be seen as perilous: restructures often mean job losses; and a new logo means new sales tools and internal templates so employees can no longer simply recycle what has been used before. A rebrand challenges the status quo and pushes people out of their comfort zones. In short, there is a risk that a rebrand can be rejected internally if it is not launched properly.

Equally, your customers may feel passionate about your brand. They may have had a long involvement with your brand, they may associate it with positive memories and it may have meaning in their lives. The new brand may grate with them to begin with as they adapt to the change — or they may reject it entirely.

When you rebrand, it is a signal to your audiences that they need to reassess their preconceived notions of your brand.



Refresh or rebrand?

BEFORE	AFTER	REBRAND OR REFRESH?	WHY?
 <p>Tourism Australia</p>	 <p>TOURISM AUSTRALIA</p>	Refresh	The logo was updated to give it a more contemporary look and feel in line with Tourism Australia's positioning of a modern and confident Australia, open to the world.
		Refresh	The revitalised brand was launched in response to negative customer feedback, and signalled a wider evolution of the organisation. It intended to capture the spirit of HCF's commitment to leading the industry.
		Rebrand	The rebrand exercise was aimed at better connecting with customers and creating a distinctive positioning in an increasingly competitive market.
		Rebrand	With the company splitting its entertainment and publishing interests, a new name and new positioning was needed for its publishing arm.
		Rebrand	A change of name and change of logo signalled a bold new positioning for this financial institution.

Benefits of successfully rebranding your organisation

01 02 03 04 05

You are able to concisely explain not only what you do but how you are different. As a result, your employees, sales team and channel partners are all aligned and delivering a consistent message to your prospective clients, and sales and marketing efforts are more effective.


Client and channel partner referrals come more easily because people can succinctly explain what you do to their friends and colleagues.

Prospective clients perceive you as more dominant than previously and as a result you win a greater percentage of new business.

You are considered a thought leader in the market and professional publications seek you out for comments and advice.

Top candidates seek you out and want to work for you.

These benefits have the cumulative effect of creating the ultimate return on investment: **organisations with strong brands command higher valuations.**

A person in a dark suit and blue tie is holding a large white rectangular sign in front of their face. The sign has the text "Why rebrand?" written on it in a green, sans-serif font. The background is a grey wall decorated with various business and technology icons, including a globe, a target, a lightbulb, gears, a pie chart, and a network diagram.

Why
rebrand?

There are various reasons why an organisation may find itself in a position where it is considering a rebrand. If you are considering rebranding your organisation, start with an understanding of the business need behind the rebrand. Do you need to accelerate growth? Have you been subject to a merger, or made a significant acquisition? Are you hovering between being a mid-sized and large sized organisation and do you need to position yourself to compete with businesses more sizeable than your current competitive set? Or do you simply need to grow your market awareness or meet your sales budgets?

Before launching into a comprehensive rebrand you need to understand the business problem you are trying to solve, and realistically assess if a rebrand can effectively address your challenges.

Broadly, the business reasons that may trigger the need to rebrand can be divided into two classifications: proactive and reactive.

Proactive rebranding

Preparing for growth: If you are a business teetering on the edge of rapid expansion, a rebrand can help position your organisation for growth. It can act as a signal to your customers, competitors and stakeholders that you are here, you are ready and you have the momentum to drive your company forward.

New strategic direction: If your organisation is preparing a strategic plan that will change its future direction, a rebrand can help communicate this new intent to your market. Virgin Blue did just that recently when it became Virgin Australia, announcing its clear objective to compete head to head in the business travel market.

New product or service offering: If you have added a significant new product range or service to your business offer that has changed the focus of your organisation, a rebrand may act as a circuit breaker to signal to your audiences that your offering has changed. For example, a rebrand could be a way for a software company that traditionally only made software for businesses, and was now launching software for managing personal finances as well, to launch its new offer.

New audience: You may find yourself in a situation where you are marketing your products and services to audiences that were not previously relevant to your organisation. This represents a significant strategic shift, and can be a relevant trigger for a rebrand. A good example of this is Abercrombie & Fitch which reinvented itself from a seller of classic hunting attire to teen must-have wear.

Finding talent: Despite the lingering effects of the GFC, Australia continues to enjoy low unemployment and companies continue to struggle to attract and retain the top talent. Rebranding your organisation can position you to attract candidates who in the past may not have considered your organisation as a prospective employer.

Relevance: As your organisation grows, your markets expand and new challengers enter your competitive set, you may find your sales are declining or your current brand is looking dated and your brand story lacks relevance to your target audience. A rebrand can be an opportunity to revitalise and modernise your brand positioning and look and feel in line with the expectations of a rapidly evolving market.

Reactive rebranding

Merger or acquisition: If you have recently made a significant acquisition or been part of a merger (that may have also necessitated a name change), and as a result the strategic intent of your business has changed, you will need to rebrand to reflect the different intentions of your newly expanded organisation. In this situation, a rebrand can act as a unifier for your new team, and can launch your new company or new structure to your external audiences.

Reaction to recent growth: Sometimes businesses may experience periods of rapid growth and find that over time their business strategy and brand strategy are no longer aligned and, in a sense, the brand has been left behind. Their brands start to collide in different channels and against different customers, and their customer segmentation is no longer clear. In situations like this it is often also the case that the internal culture has also drifted away from the organisation's aspiration.

Changing business environment:

The introduction of new industry regulations or a new competitor in your market can rapidly alter your ability to compete and can very quickly make your brand appear dated and irrelevant. In such a situation an assessment and review of your brand positioning can help reinvigorate your organisation internally, and can inject a new sense of innovation and energy behind your organisation to your customers, allowing you to compete more effectively.

Trademarking or legal issues:

From time to time trademarking or other legal issues may arise and necessitate a rebrand. An example of this might be an Australian business expanding to the US, where its current name may already be trademarked and unavailable for use. If this should happen, seek the advice of trademarking lawyers to ensure that you protect your rights to use your new brand name and logo on an ongoing basis.

Negative publicity: A worst-case scenario is when your organisation is embroiled in a controversy so significant that you need to rebrand your organisation to demonstrate to the market that you have moved on from the contentious situation and are ready to begin rebuilding trust from your stakeholders and customers.

Refresh, don't rebrand

In some situations you may not need to rebrand, you may simply need to refresh, or strengthen your existing brand. Some examples of this include:

Reacting to a sales decrease:

Broadly, it is unlikely that a decline in sales can be solely attributed to brand. Similarly, rebranding alone will not necessarily fix a sales challenge. However, declining sales may be in response to recent negative publicity or new challengers in the market, and may signal the need for an organisational strategic shift.

Low brand awareness: Low brand awareness alone is not a reason to rebrand. You may simply need to invest in educating your customers and prospects about your brand and the benefits it can offer. On the other hand, low brand awareness may be one symptom of a broader relevancy challenge, and may be a sign that a rebrand is needed.

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It is generally not advisable to rebrand if you have launched a new brand within the past three years. Building a depth of understanding and trust in a brand takes time, and brands that are continually changing and reinventing themselves can risk not being taken seriously by their target audiences. Additionally, re-branding can also be a costly process, so a reasonable ROI is difficult to obtain over a shortened period.

If your organisation does not genuinely meet one of the criteria for needing a rebrand listed above, consider why you are pursuing a rebrand. Minor tweaks to the logo could achieve the revitalised look and feel you are seeking, or an innovative new marketing strategy or brand communication campaign might help you stand out from your competitors without requiring the complexity and cost of a true rebrand.

Finally, a rebrand will not help you to grow and prosper if it doesn't reflect a genuine change within your organisation. A rebrand alone cannot turn a retail chain with poor service and low quality products into a market leader. All a rebrand will do is to create a polished and professional-looking version of a retail chain with poor service and low quality products, and consumers will see through the guise almost instantly.

It is often also the case that the internal culture has drifted away from the organisation's aspiration.

Checklist



Does my organisation need to rebrand?

Before committing to a rebrand, check if your business problem appears in the list below:

- Are you looking for a way to accelerate growth and lead your organisation forward?
- Have you merged with another organisation or been acquired by another organisation?
- Have you acquired a significant new asset?
- Have you introduced a game-changing new product or service?
- Are you developing a new strategy that will change the direction of your organisation?
- Do you need to introduce your services to an important new audience?
- Have you been involved in a damaging or controversial situation that will impact your brand?
- Has it been more than 5 years since you reviewed your brand to check it was still relevant?
- Has it been more than 10 years since you refreshed your brand or rebranded your organisation?
- Have you been exposed to trademarking or legal issues?
- Is a new competitor threatening your market position?
- Does your brand tell the wrong, or an out dated story?
- Do you struggle to recruit the industry's top talent?

Checking two or more of the boxes above is a decisive indicator that it is time for your organisation to rebrand. If your situation doesn't appear in the list, consider if a rebrand is truly the best solution to take your organisation forward. Not sure if you should rebrand? Contact us for an assessment of your current situation.

How do I rebrand

How do I rebrand

If the decision is made to rebrand, the first and a critical requirement is a detailed project brief to clarify your thinking and consolidate the business objectives behind your rebrand.

Your briefing should include:

Background: Brief background about your company and how you've arrived at the need to rebrand. This section should include the business case behind the rebrand.

Objective: Why do you want to rebrand? What do you hope to achieve?

Audience: What is your current target audience? Does this need to change?

The task: Do you have any specific deliverables in mind for the rebrand?

Supporting information: Are there any relevant business strategy or support documents that should go with your brief?

Budget: What is your project budget? What elements does this budget need to include? For example, is this the budget for the brand strategy only, or does this budget also need to include any subsequent design work?



Timeframes: What are your expected and/or immovable timeframes for this project? Are there any specific project milestones or deadlines? For example, are you attempting to rebrand in time for a launch at a major upcoming industry or trade show? Are you attempting to announce the rebrand at the release of an upcoming quarterly or annual results reporting seminar?

Contacts: Who is leading this project? Who is in the project team for this project?

If you are looking for a briefing template you can access one from the resources page on the BrandMatters website.

With a detailed brief you'll be in a strong position to recruit a project team. A project team with representation from across your business, including HR, IT and legal, will be important to ensuring you are able to maintain engagement with internal stakeholders and ensure your rebrand considers the needs of all areas of the business.

At this stage you'll also need to consider procuring a brand strategy partner. Having an external partner can help offer objective insights that internal stakeholders may be unable to see. They will also bring a variety of skills, resources and industry experience that will help keep your project on track and deliver stronger project outcomes. A truly professional brand strategy partner will not shy away from making tough recommendations and challenge you to reach the most authentic, creative solution for your brand.

Research: the cornerstone of your rebrand

A thorough research program is the cornerstone of an effective rebrand: if you don't understand your customers and your market you will not be able to build a brand that truly resonates; and if you don't understand your internal stakeholders you risk alienating your employees and developing a brand that doesn't truly come to life across all your brand touch points.

Often, it can be more effective to partner with an external researcher to help you with your research. An external research partner can ensure that any research undertaken is objective, and a strong research strategist will be able to analyse the research results to uncover insights that will be critical to the rebranding success.

There are three key types of research you may want to consider for your rebrand:

1) Desk research: Documents like annual reports, presentations, previous market research or customer feedback studies that have been conducted, business strategy documents, existing marketing collateral and competitor websites and marketing materials can help build a detailed picture of your organisation, its competitors, its history and what it stands for.

2) Qualitative research: Depth interviews and focus groups with internal stakeholders, external stakeholders and clients can give you detailed insights into the history and politics of your organisation, your leadership team's vision for the future, and how your organisation is viewed externally by both customers and stakeholders. Qualitative research can also help inform and craft future quantitative research.

3) Quantitative studies: Understanding your current and prospective customers is core to building a strong new brand, and quantitative research can help you get a statistically valid understanding of their needs and wants.

Once you've conducted your research, the skill lies in distilling the data to identify the critical findings, and extracting insights from these findings. The identification of these insights will be crucial to pinpointing the heart of your business and from it, building your brand positioning.

From research to a defined brand: architecture, positioning and strategy

Before building your brand positioning, confirm your brand architecture is still relevant and appropriate moving forward. For example, is a house of brands a better strategic fit for your organisation, or would it be better served by a branded house? Johnson & Johnson, a house of brands including Listerine and Band Aid, was able to escape major damage to its parent brand when one of its products, Tylenol, was found to be laced with cyanide. As this example shows, the decision on the right brand architecture can have an impact on your business and must be well thought through.

Once you've assessed your brand architecture you can begin the process of identifying and finessing your brand positioning. A brand positioning (or brand essence) is the most concise, yet most meaningful expression of what makes your brand unique. As organisations are acquired or sold, often multiple times, their brand positioning may no longer align with their parent company's broader intent and this is a signal that a rebrand is required. This can also be the case if an organisation experiences rapid growth. Charles Sturt University (CSU) is one such example.

CSU is one of Australia's leading educational facilities, with campuses throughout regional NSW, the ACT and Canada. It is also the largest national provider of online courses in Australia. Two decades of large scale growth had resulted in a confused set of overlapping identities within CSU. The university environment was changing and becoming more competitive and CSU was struggling to find itself and carve out a unique positioning. In addition, multiple stakeholders in multiple locations led to inconsistent use of logos and visual styles which exacerbated the confusion and eroded the brand.



Getting internal stakeholders on board

Once you've decided that a rebrand is necessary, ensure you have support from across your organisation, especially your leadership team. While many of your executives may support your approach, you will often find one or two who fail to see the potential ROI as they don't see the benefits a strong brand can offer.

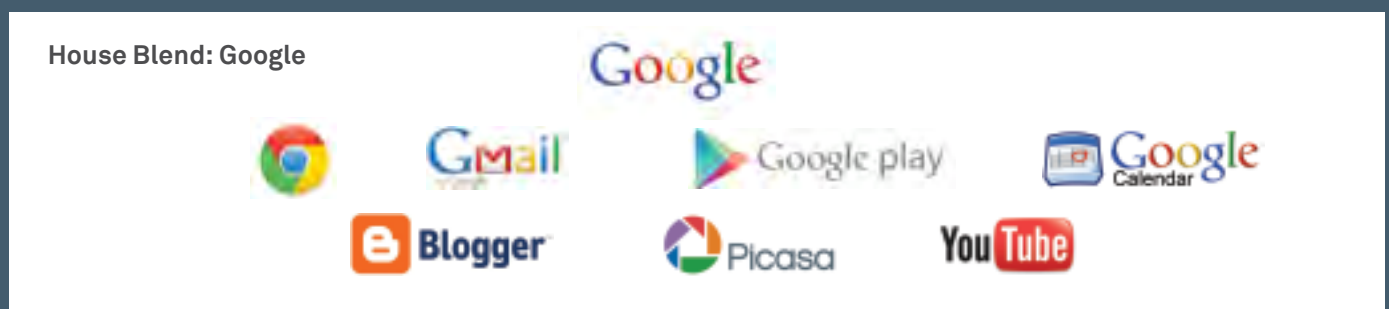
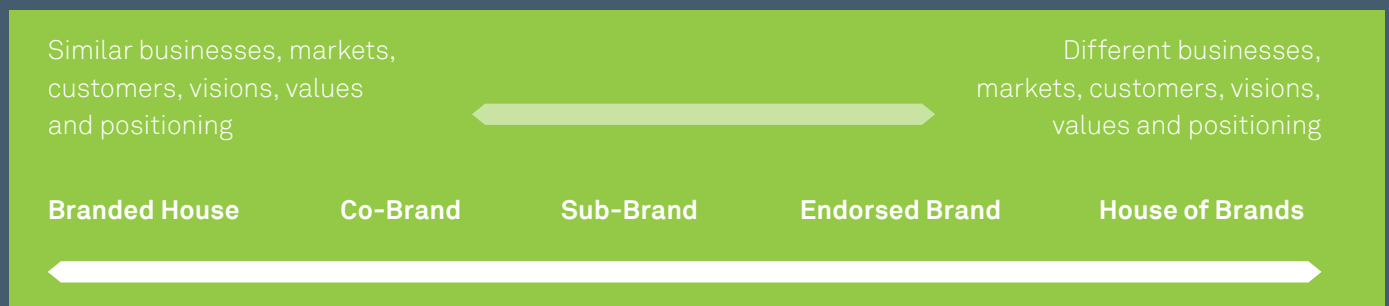
Meet with senior stakeholders to open up a discussion about the ROI a strong brand can offer, and the challenges a new brand can help address. Discuss the current brand, its challenges and what could be improved. Examples might include a loss of market share, an inability to meet sales budgets or an overall lack of market awareness. Highlighting the issues will give you the opportunity to demonstrate the tangible benefits that building a new brand based on quantifiable evidence can deliver to your organisation.

What is Brand Architecture?

Brand architecture is the way you organise, manage and go to market with your brands. While your organisational hierarchy reflects your business strategy, brand architecture reflects your brand strategy. It expresses how your brand is presented at a corporate, divisional, product and service level.

Brand architecture allows each brand within the portfolio to retain its own unique brand integrity while also working together to reflect the organisation's overall brand positioning.

Your organisation's brand architecture will generally fall somewhere on the following continuum:



To learn more about brand architecture, [click here](#).

BrandMatters conducted an extensive market research study using the insights to define the brand, its positioning and CSU's unique role in the market. It then identified that the current brand mark did not reflect the university's new brand or strategic intent.

To address this, BrandMatters created an entire brand identity that could take the university into the future, including a new logo, visual identity and key messaging to align with the refined brand positioning. It then encapsulated all of this into a comprehensive set of brand guidelines.

The new brand essence, 'Better Together', backed by a modified Sturt Desert Pea motif, was embraced by the University Council, staff, students and stakeholders, and continues to be executed consistently across the length and breadth of the university. A tagline 'You + CSU' has been created based on the brand essence to illustrate

the relationship between the individual and the university.

As the opposite example demonstrates, brand positioning is distinctly different from a tagline. Positioning is a conceptual statement that reflects the values, ideals and aspirations of your organisation. A refined brand positioning is generally no more than four words long. A brand positioning statement is supported by a detailed breakdown of your organisation's physical attributes, functional benefits, emotional rewards, personality, and the values your organisation aspires to.

Brand architecture and brand positioning come together to form the basis of the strategy for building out your brand, embedding it in your organisation and delivering it consistently to your customers.

A comprehensive brand strategy may include:

- ✓ Summation of company vision, mission and values
- ✓ Overview of current business strategic plan
- ✓ Brand vision
- ✓ Brand positioning
- ✓ Brand pyramid: physical attributes, functional benefits, emotional rewards, personality and values
- ✓ Customer value proposition/s (CVPs)
- ✓ Employee value proposition (EVP)
- ✓ Elevator pitch and key messages

Before



After



- ✓ Brand story
- ✓ Tone of voice
- ✓ Customer segmentation
- ✓ Brand objectives
- ✓ Brand measurement plan
- ✓ Brand support structure

Your brand strategy will be a summation of how you will take the new brand to market.



Pressure – Testing your brand

Before presenting your new brand positioning to your executive, stress test it against the following criteria:

Is your brand:

- Credible:** believable, internally and externally?
- Relevant:** to customers and the market?
- Unique:** differentiated relative to the competition?
- Sustainable:** able to maintain relevance into the future?

Does it offer:

- For employees:** meaning, direction and a sense of pride?
- For customers:** ease of choice, lower risk, greater value?
- For the business and the shareholders or partners:** higher margins, greater customer loyalty and secured future earnings?
- For the future:** aspiration, industry leadership, future-proofing and a reason to care?

Brand Positioning: not a tagline



Positioning	Authentic Athletic Performance	Fun Family Entertainment	Helps Fulfill Aspirations
Tagline	'Just Do It'	'Where dreams come true'	'More Give, Less Take'

Bringing your brand to life: developing your corporate identity

Before committing to an entire new brand identity system, weigh up how familiar your audiences may be with your current corporate identity, and the cost benefits of retaining that familiarity.

If you are truly trying to re-establish your brand as distinctly new and different from your previous brand, a new corporate identity may deliver a strong ROI. But if you are trying to demonstrate a strategic shift, preparedness for growth or the launch of a new product, it could be appropriate to retain some elements of your old brand to extract maximum value from existing brand awareness.

Manor Group is a family-owned and run business specialising in modular homes. It delivers both park homes and private country dwellings primarily across the Hunter and New England regions, but also across Australia. Manor had recently made strategic changes within its business to streamline production and develop a more consumer-focused, productised solution. It was seeking to capitalise on this shift to drive business growth, while at the same time beginning to shift consumer perceptions of modular, or system-built, homes from being purely about efficiency and cost; to being about the simplest way of building stylish home from start to finish.

In order to develop a deep understanding of Manor's product offer, customers and market, BrandMatters conducted a comprehensive program of desk research and stakeholder interviews with both Manor employees and Manor customers.

BrandMatters then used the insights gained from this research to develop a brand positioning for Manor Group. This, in turn, informed the development of the organisation's new corporate identity, displayed across signage, brochureware and website mock-ups. BrandMatters also partnered with Manor to develop a tagline for the Group, 'built for living', and key messages for each of its audiences: country home customers; park home customers; and employees and suppliers.

The new logo used teal and a soft grey-purple to capture the sense of harmony Manor achieves by delivering homes that align with its clients' lifestyle and surroundings. It also uses the angular shapes in the icon to capture the precision inherent in the quality of Manor's construction, and the systemised home building solution that Manor offers.

The new brand was successfully launched in late 2014, and has contributed towards building a strong sense of momentum and a robust sales pipeline for the Group.

When you are briefing your creative agency, consider which of the following elements of your corporate identity require change:

- Logo and/or logotype
- Typography
- Colour palette
- Secondary design device/s
- Imagery style

Any changes to the corporate identity will impact your corporate stationery, electronic collateral, print marketing collateral and brand guidelines documentation. Weigh up the impact this will have on your overall budget by completing the brand audit on the BrandMatters website.



A picture tells 1000 words

When you brief an agency, using images and examples can help ensure you extract maximum value for your investment.

Consider this example. Brand archetypes are increasingly used to help organisations pinpoint their brand positioning. There are twelve brand archetypes: innocent, explorer, hero, sage, outlaw, magician, regular guy/girl, lover, jester, caregiver, creator and ruler. Each encapsulates different personality traits that can help provide an understanding of your brand's personality, values and aspirations. You can learn more about brand archetypes [here](#).

Some of the characteristics that form part of the 'outlaw' archetype are 'countercultural', 'revolutionary' and 'disruptive'.

However, when you type 'countercultural revolutionary' into a Google image search, the first page of images includes Che Guevara, Steve Jobs and Jesus. Imagine the outcome if you envisaged your brand looking like Steve Jobs, and your agency delivered Che Guevara — a potentially disastrous communication disconnect. Working with brand archetypes is not necessarily as easy as it seems!

Imagine the outcome if you envisaged your brand looking like Steve Jobs, and your agency delivered Che Guevara.



Selling your story: launching your brand to market

Launching your brand to the market is, in a sense, the big 'reveal'. It's a rare opportunity to cut through the clutter and make a bold statement to the market. With a strong launch plan you can maximise the opportunity to gain the attention of your customers and stakeholders.

A launch of some description is strongly recommended for all rebranding projects. As mentioned previously, any change to your visual identity needs to communicate the context for the change, the meaning behind the change, and how the customer benefits from the change – and a dedicated campaign is a welcome opportunity to make these benefits clear. A launch also boldly marks the point in time where both employees and customers leave the old brand behind for good.

Don't underestimate the benefits of having the opportunity to tell a good news story: something exciting and fresh for your internal and external audiences, but also...the project team who dedicated time and commitment to the rebranding process.

When G&C Mutual Bank launched their new brand, they did so with a comprehensive internal and external communications strategy.

In late 2013, SGE Credit Union decided to move from being a credit union to being a bank. As a result, it was necessary to change its brand and its visual identity, and the leadership team recognised an opportunity to review and update its brand positioning and key messaging at the same time.

BrandMatters worked with SGE Credit Union to develop its brand positioning and brand story; and develop a new logo and corporate identity for its new name, G&C Mutual Bank. The new identity was applied across all collateral, including stationery, the website, ATM screens, branch posters, credit cards, the member newsletter and more.

The G&C Mutual Bank brand was launched with the intent of taking both employees and existing members on the new brand journey and facilitating a smooth change process. The internal and member launch included a brand video, branded merchandise, brand story graphics, direct member communications, employee screen savers, computer wallpapers, a refreshed website and more. As a result of the brand refresh, G&C Mutual Bank is now unified and aligned behind its brand, and is positioned for growth in its new banking environment.



Employees: Your most valuable brand asset

Your employees are your organisation's most valuable assets, and strong, successful brands are built from the inside out. As the real representation of your brand in the marketplace, employees must be living examples of your brand essence, values and brand promise.

A key rebranding objective is to make your employees aware of your brand prior to the launch. They need to understand what it means to live the brand, and have a strong understanding of what is expected of them. Your frontline staff are the first human point of contact prospective customers will have with your brand and it is crucial that the experience of your brand that prospects receive via advertising or marketing seamlessly transitions to the personal experience they have with your brand.

Communicate and launch your brand internally prior to launching it externally. By developing resources specifically for your employees, you will help make them informed brand advocates. Tools to achieve this could include an employee launch event, a brand book, a microsite, CEO key messaging, regular internal email communications, resources on the intranet, posters in common areas, and brand induction workshops where you can deliver the brand face-to-face.

Your frontline staff members are the first human point of contact prospective customers will have with your brand.



In conclusion

A clearly defined brand delivers strong tangible and intangible benefits to all organisations regardless of the industry in which they operate. Brands born of a deep understanding of your organisation's market, business, customers, competitors and people will perform strongly and facilitate business growth via an increased number of referrals, shorter sales cycles, reduced price sensitivity and a lower interest in competitive offerings.

If you are thinking about a rebrand, whether it is because you are about to embark on a merger or you are facing a situation where your business strategy has outgrown your brand strategy, take a considered approach.

By enlisting the support and sponsorship of your senior leadership; building a strong and committed project team; taking the time to truly understand your organisation and what makes it different; and ensuring your internal stakeholders become your strongest brand advocates, you will ensure your business is well-placed to capitalise on the benefits a well-built brand can offer.

About brandmatters.

BrandMatters is in the business of building strong, enduring brands that enable business growth. We are a Sydney-based brand strategy, design and marketing consultancy, and we deliver the full spectrum of brand and marketing services – all under one roof. We partner with medium to large organisations across many industries - yet we have a deep specialisation in financial services and B2B.

At BrandMatters, we believe that building strong brands requires equal parts science and imagination. We uncover powerful, research-derived insights, and combine them with disciplined strategy, a healthy dose of intuition and creative excellence to define and express your brand's unique essence. We can then bring your brand to life via effective, aligned marketing and employee branding collateral and programs.

We believe, to our core, in the transformative power of brand. To find out how we can help create or revitalise your brand please contact us:

brandmatters.

T: +61 2 9954 7900

E: info@brandmatters.com.au

W: www.brandmatters.com.au

At BrandMatters engagement is one of our goals, and feedback is one of the ways we measure it.

Leave a comment on our blog or contact us via info@brandmatters.com.au to let us know what you think.

You can also **be inspired** by more brand insights from BrandMatters on the [WhatMatters blog](http://www.brandmatters.com.au) at www.brandmatters.com.au

Oh, and shares are **greatly appreciated**.



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