

Managing a Brand Change

Developing an Implementation Team By Bob Loughhead



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When it comes to implementing a new brand, a crucial first step is to round up the content experts in your organization to help build the plan—because maximizing your internal knowledge base will be essential in developing realistic timelines and budgets. A functional brand implementation team must have representatives from key groups and departments (refer to the org chart, below right). Assembling the right people for this team can be a challenge, since everyone already has a full-time job, and a conversion project presents a whole new scope of work. With that in mind, C-level management should make it clear that the implementation effort has their support and is a top-priority initiative, and then empower the team to get the job done with cooperation and collaboration.

The following provides a basic outline for a brand implementation organizational structure, from the top down.

Brand Leader

- Typically the CEO; ensures that the brand strategy is supported company-wide
- Main spokesperson for the brand, articulating the vision, mission/values, attributes, positioning

Brand Council (or Steering Committee)

- An executive-level group that reviews brand issues and provides decisions or guidance on important situations
- Is regularly informed about the company's branding efforts and developments

Project Sponsor (or Leader)

- Leads the Brand Council and reviews branding issues escalated upward from the Project Manager and team
- Has management responsibility for brand conversion and employee engagement, with regular reporting to the Brand Council on progress and issues
- Provides guidance to the Implementation Team based on input from the Brand Council

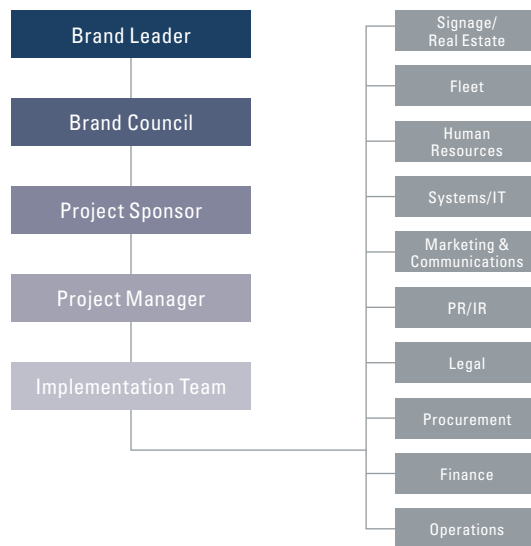
Project Manager

- Manages the Implementation Team
- Is responsible for implementing the brand strategy system-wide
- Develops the conversion strategy, manages the conversion schedule and budget, and ensures that the conversion is on strategy, on time, and on budget

Brand Implementation (or Conversion) Team

- Team members appointed by the head of a department or group (or are the heads of a department or group)
- Has direct management responsibility for the brand conversion within the department or group, or provides specific services to the team
- Reports regularly to the Project Manager
- Has the ability and management level to accomplish established goals; also has the time (or can make the time) to commit to the implementation project
- Mobilizes people in their area or group to assist them in the brand implementation efforts

Brand Implementation Organization Example



The Brand Council can also have a long-term function beyond the implementation process. It can be the group that provides guidance on escalated branding issues in the future, helping to provide support and a consistent brand strategy from an executive level. Giving this group an ongoing function also provides a good communications channel to keep management informed about the brand and develop a consistent brand mindset among the leaders of your organization.

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