



# How to Get Executives

## TO SAY YES TO REBRANDING

You're standing in front of your president, leadership team and board of directors ready to present a recommendation to rebrand the organization. You're about to explain why rebranding is critical to the future success of the business and why the investment is not only justified, it is a business imperative.

Do you have a compelling case?

**Here's where to start building one.**



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Vice President, Strategy and Integrated Communications





# Making the Case for Rebranding

I've talked with many leaders who have done their homework and know rebranding is the right move. But they experience high anxiety trying to figure out how to make the case for rebranding to their executive colleagues.

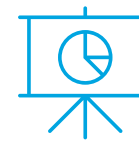
**Let's be clear.** I'm not talking about a logo redesign. That's certainly part of it, but this is about real rebranding. A business transformation. A strategic initiative to drive growth. A project that results in a reinvigorated staff, shrewder operations, an inspired customer experience, a renewed focus on products that drive growth and a clearer picture of how your company is different – how you're better than the other guys.

**So, how do you get heads nodding and executives saying, "We need to rebrand, and we need to do it right."**

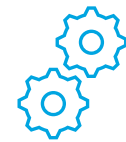
**Make a successful case for rebranding with the following points:**



**I.** Start with a Thoughtful Approach



**II.** Build Your Business Case



**III.** Close with the Fundamentals



# I. Start with a Thoughtful Approach



## 1. Rebrand when times are still good

*Pitch and execute a rebrand while the business is strong.*

It's tougher to sell a leadership team on a transformative project when the business is still okay, but rebranding goes better when the organization is able to approach it as a growth initiative versus an act of desperation to survive. Leaders and employees are more focused and receptive. The “vibe” is better. You're redefining the organization from a position of strength rather than trying to rebrand as part of a turnaround.



## 2. Build consensus proactively

*Start building consensus – before you formally propose rebranding.*

Once you know rebranding could be a powerful business solution for your organization, start testing the idea with other leaders and influencers. Make it an informal conversation. Ask for input. Talk about the challenges and opportunities that could be addressed through rebranding.



## 3. Be clear about the need for change

*Be brutally honest about why change is necessary and how it will improve business performance.*

Rebranding is a change initiative. It's your job to convince the CEO and leadership team that change is needed. As you form your recommendation, seek the support of leadership influencers who understand what your company does well and how it needs to improve. Involve internal impact players who really know your customers, competitors and the marketplace. To gain approval for a rebranding initiative, and for rebranding to be successful, you need to address the tough issues and kill the sacred cows, while also showing that respected leaders see the need for change.



## 4. Support your story with data and facts

*You can't make the case for rebranding solely on gut instinct.*

Recommending a brand transformation is an exercise in business intelligence. Analyze financials and market data. Study customer survey results and market research. Review digital analytics. Gather comments from customers and prospects and talk to internal departments like sales, customer service and HR to get a clear read on brand performance today and what it needs to be in the future.

Pull together a blend of quantitative data and qualitative quotes from the right internal and external audiences so that it tells an impactful story with memorable takeaways and a clear path forward.



## II. Build Your Business Case for Rebranding

The only way to present a recommendation of this magnitude is to present it as a business case.

Be pragmatic, succinct and dynamic in telling this story. Immediately establish the business challenges and opportunities that rebranding will address and articulate how rebranding will enhance the organization's ability to achieve its strategic goals. Build the core of your business case around some, or all, of the following eight points.

1.



### **Engage your target market with better clarity and impact**

**Rebranding establishes the right messaging for high-value customers and prospects.**

How often have you heard, “we know what we’re about and what we stand for, but the market perceives us very differently?” If you identify this disconnect, show your decision makers a gap analysis on each of your target market segments. Explain changes in customer needs, expectations and competitive pressures. Incorporate input from the sales team. Talk about how market changes and the company’s lack of response results in challenges, and how those challenges are showing up in financial outcomes.

2.



### **Fix a broken promise**

**If the organization is struggling to fulfill its promise, it’s time for a reassessment.**

Brands evolve. Expectations change. Engage the leadership team with facts that speak to the key elements of your company’s promise. Show where the organization is fulfilling its brand commitments and provide an honest assessment of where performance is falling short.



## II. Build Your Business Case for Rebranding

3.



### Reignite growth

Rebranding positions companies to capitalize on market growth opportunities.

A brand transformation drives growth. Convey how a revitalized brand will provide lift for the organization – and be clear about how the existing brand limits business growth and doesn't align with the company's direction and growth strategy. You are selling the reinvention of a company. Tell that story with confidence and conviction. Inspire the leadership by focusing them on the organization's potential, the market opportunity and the organizational lift that comes with a powerful, new brand strategy.

4.



### Strengthen your competitive advantage

A strong competitive analysis is often the dealmaker that wins rebranding support.

Provide a clear perspective on competitors' brand strategies, how they activate those strategies through their products and services, and the market segments they are focused on. Show them the elements of competitive brands that create challenges for your organization. Clearly outline why rebranding is necessary to improve competitiveness. And explain where you see vulnerabilities and opportunities to win through a strategically-planned and well-executed rebranding.



## II. Build Your Business Case for Rebranding

5.



### Rebuild a damaged brand

Rebranding stabilizes and rebuilds retention, satisfies frustrated customers and solidifies products and services.

Make the case for business transformation, fixing the operational problems and rebranding the organization. Don't dwell on the negative. Show how you can leverage the organization's past success and equity as the foundation and then emphasize what needs to be done to rebuild brand loyalty. Speak to this point with specific examples of brand deterioration. Show declines in retention and their financial impacts. Include feedback from customer-facing staff, in particular, those who own your most valuable customer relationships.

6.



### Recruit and retain the right talent

Brand messaging should attract and keep the best employees.

Is the organization's existing brand creating obstacles to attracting and keeping high performing employees? Speak to the kinds of employees that are needed to succeed, and how a new brand strategy better positions the business to recruit and retain the best talent.



## II. Build Your Business Case for Rebranding

7.



### Re-establish brand continuity

Inconsistency is ineffective; continuity is key to brand success.

Product performance and service quality are all over the board. There is no consistency in how the organization tells its story or talks to customers. The messaging and visual presentation of the brand is different with every execution. Share real-life scenarios and show examples of inconsistencies in brand execution. Emphasize that rebranding will help reign in the madness and clean up these inefficiencies. Show them how a sound brand strategy will bring continuity and enable the company to establish a clear, thought-through positioning in the marketplace.

8.



### Capitalize on a merger or acquisition

Rebranding is the catalyst to capitalize on the value achieved through the transaction.

Big change deserves a big statement. All of a sudden you have a more robust product offering. You have new service capabilities. And you have expanded and diversified feet on the street; sales professionals with specialized expertise who can bring new value to your customers.



## III. Close with the Fundamentals

### PROCESS. TIME. COST. NEXT STEPS.

You've told a powerful business "story" rationalizing the need for rebranding. Now show your executive team a disciplined, focused path to getting the job done. Outline the key steps of the project. Be clear on the level of commitment required of executives and other internal staff. Establish the importance of their involvement, describe their roles and how much time they will need to dedicate to the project. Additionally, set expectations on the level of financial investment required to execute the rebranding effort.



#### 1. Empower

Empower your leadership team with clear, to-the-point information to easily approve your recommendation.



#### 2. Align

Make sure they understand how they need to be involved in the project and the time commitment required.



#### 3. Get Going

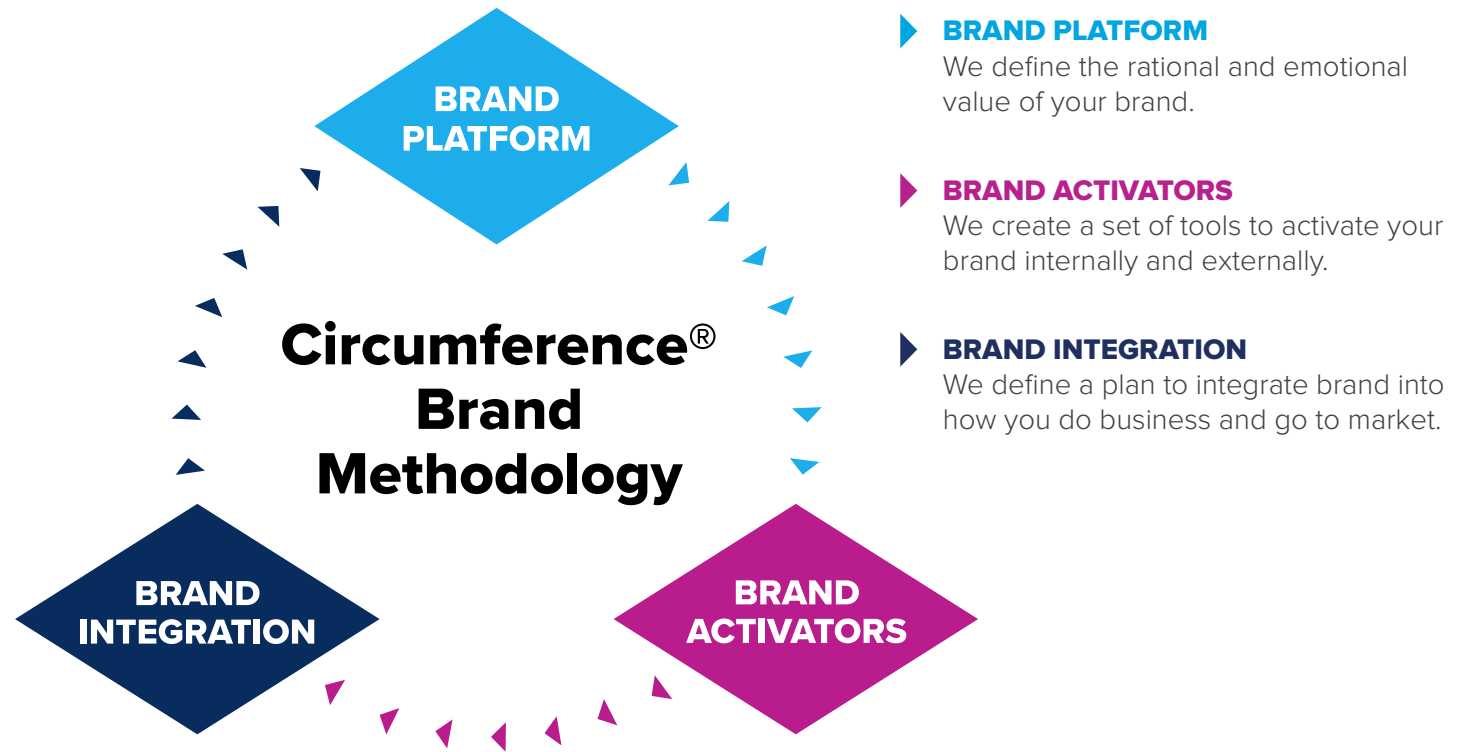
Stress urgency in starting the rebrand effort sooner, rather than later.





## Conclusion

The process of developing a business case for rebranding is an opportunity to engage and lead executives and stakeholders in a game-changing dialogue. As you advance the conversation, you will build a network of advocates who embrace the need for change, see rebranding as a catalyst for growth, and begin building momentum for a new direction.



Learn more about our

brand methodology and how it delivers real business value.



# The Case for Rebranding

If this ebook got you thinking, here's a quick way to start building your recommendation for a rebrand:

**WHY REBRAND?** We need to: (pick the 3 most important)

- |  |  |
|--|--|
| <input type="checkbox"/> Engage our target market with better clarity and impact | <input type="checkbox"/> Rebuild a damaged brand               |
| <input type="checkbox"/> Fix a broken promise                                    | <input type="checkbox"/> Recruit and retain the right talent   |
| <input type="checkbox"/> Reignite growth   | <input type="checkbox"/> Re-establish brand continuity         |
| <input type="checkbox"/> Strengthen our competitive advantage                    | <input type="checkbox"/> Capitalize on a merger or acquisition |

Who are the key stakeholders for these goals?:

Based on these goals, what should the rebrand achieve? List three metrics that would indicate movement in the right direction:

- 1.
- 2.
- 3.

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## NOW TAKE THE FIRST STEP:

Engage the leaders mentioned above and get aligned on the opportunities (and risks). Use the metrics to drive urgency and highlight opportunities.

### Key Questions for the C-suite

Ask these questions to open the conversation with executives about rebranding:

- In what areas could our brand improve?
- How do we want to be known in the marketplace?
- What are we going to do differently to access new growth opportunities?
- What are our biggest wins? Are we positioned to do that again?
- Do customers or recruits recognize or seek us out?

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### Key Questions from the C-suite

Be prepared to answer these questions when pitching the idea of a rebrand:

- What is the cost of doing nothing?
- How is branding related to the problem?
- What will the cost of the engagement be? What about ROI?
- Can we take this on given all of our other priorities?
- Why now?



## We hope you found this eBook to be valuable.

If it has, let us know. We'd love to hear your feedback. If you would like to speak with us about brand, drop us a line at [NewBiz@jpl.agency](mailto:NewBiz@jpl.agency).

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### ABOUT JPL

JPL is one of the Mid-Atlantic's largest integrated marketing agencies. We provide strategy and execution in four core practice areas: brand & integrated marketing, digital, content creation and employee engagement & internal communications. We are a member of the American Association of Advertising Agencies (4A's) and a 20-time Best Place to Work in PA.

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