

Case Study

Consolidating multiple business units into one cohesive brand



The Challenge

Our client is an organization that specializes in creating bespoke integrated technology solutions. The application of its core capabilities resulted in the creation of three distinct business units.

The client had the commercial objective of creating a single brand, by bring together the three distinct business units into one organization.

The challenge was that each of the business units had its own customer base, brand identity and competitive set. Any change to the brand needed to be managed carefully to ensure the customer base was not affected.



The Solution

- N=10 depth interviews with key internal business decision makers.
- N=20 depth interviews with C-Suite and senior decision makers from the client's key accounts.
- N=100 telephone interviews with the wider customer base.
- N=500+ online surveys with internal employees.



The Impact

Overall findings on the client's brand told us that it was very strongly associated with attributes that were not important to the customers – such as being 'global'.

Findings within each of the business units allowed us to identify commonalities in their brand positions, but also identify key factors that could not be changed without severely inconveniencing the customers.

These key customer fears were used to create 'Stakeholder Reassurance' communication plans, to be used during the brand change.



International

A Merkle Company