CO-REBRANDING

The Strategic Implementation of Co-Creation into the Rebranding Process

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INTRODUCTION

„If people believe they share values with a company, they will stay loyal to the brand." - Howard Schultz

DEFINITION & GOAL

The Co-Rebranding process is a practical, creative, and agile process aimed at reorienting the brand identity of existing companies. The deliberate and strategic integration of Co-Creation is intended to help consider the perceptions of all internal and external stakeholders equally. This participatory approach could help align a company's brand identity (internal self-image) with its brand image (external perception).

INVOLVED PERSONS & NECESSARY REQUIREMENTS

This guide is primarily intended for creative professionals (designers, marketers) or creative agencies who are tasked with implementing a rebranding. They act as the link between internal and external stakeholders and bring together different perceptions in the development of the brand identity. However, it is also aimed at other stakeholders (inside or outside the company) who are interested in conducting such a participatory rebranding process.

CREATIVE PROFESSIONALS / DESIGN AGENCIES	PROCESS AND WORKSHOP FACILITATION	COMPANIES / INTERNAL STAKEHOLDERS	INTEREST GROUPS / EXTERNAL STAKEHOLDERS
Creative agencies	Design managers	Managing directors	Consumers & End users
Designers	Design strategists	Managers & Supervisors	Vendors & Suppliers
Marketers	Design facilitators	Employees	Collaborators & Partners
REQUIREMENTS	**REQUIREMENTS**	**REQUIREMENTS**	**REQUIREMENTS**
Empathy	Open Mindset	Open Mindset	Interest & Motivation
Open Mindset	Project management	Adequate funding	Representative Group
	Market research skills	Sufficient time	

INTRODUCTION

ADVANTAGES & OPPORTUNITIES

ADVANTAGES FOR COMPANIES AND INTERNAL STAKEHOLDERS

Risk minimization

Higher success rate (ROI)

Increased reputation

ADVANTAGES FOR CREATIVE PROFESSIONALS

Promotes creativity

Increases empathy

Substantiated ideas and solutions

ADVANTAGES FOR EXTERNAL STAKEHOLDERS

Higher identification

Increased trust & credibility

Brand enthusiasm

APPLICATION AREAS: WHICH COMPANIES CAN USE THE MODEL?

In general, this model can be considered for any rebranding process and for any company, regardless of industry or sector. However, since each company pursues individual goals and strategies, this approach cannot be applied universally to every rebranding project. The following checklist provides information on whether the present approach is suitable for the respective project:

USEFUL, IF ...

...it is a large, complex company with many customer touchpoints.

...a large, complex target group is to be addressed or the company positions itself as inclusive.

...the role of corporate identity is of great importance in the purchasing process.

LESS USEFUL, IF ...

...it is a smaller company that already has a close connection to its target group.

...it has a very specific and exclusive positioning.

...it distinguishes itself through its individual attitude (e.g. for personal brands).

...the role of corporate identity is of minor importance in the purchase process.
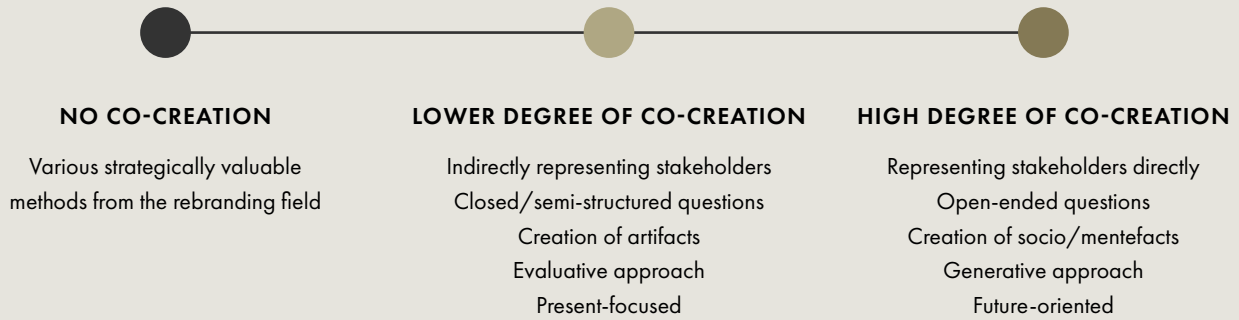
FORMAT AND SCOPE

The guide proposes a maximum of up to six workshops, which can be conducted both on-site and in online sessions. Conducting digital workshops can be a more efficient and cost-effective alternative to traditional methods. The number of participants can vary greatly depending on the company size and budget provided.
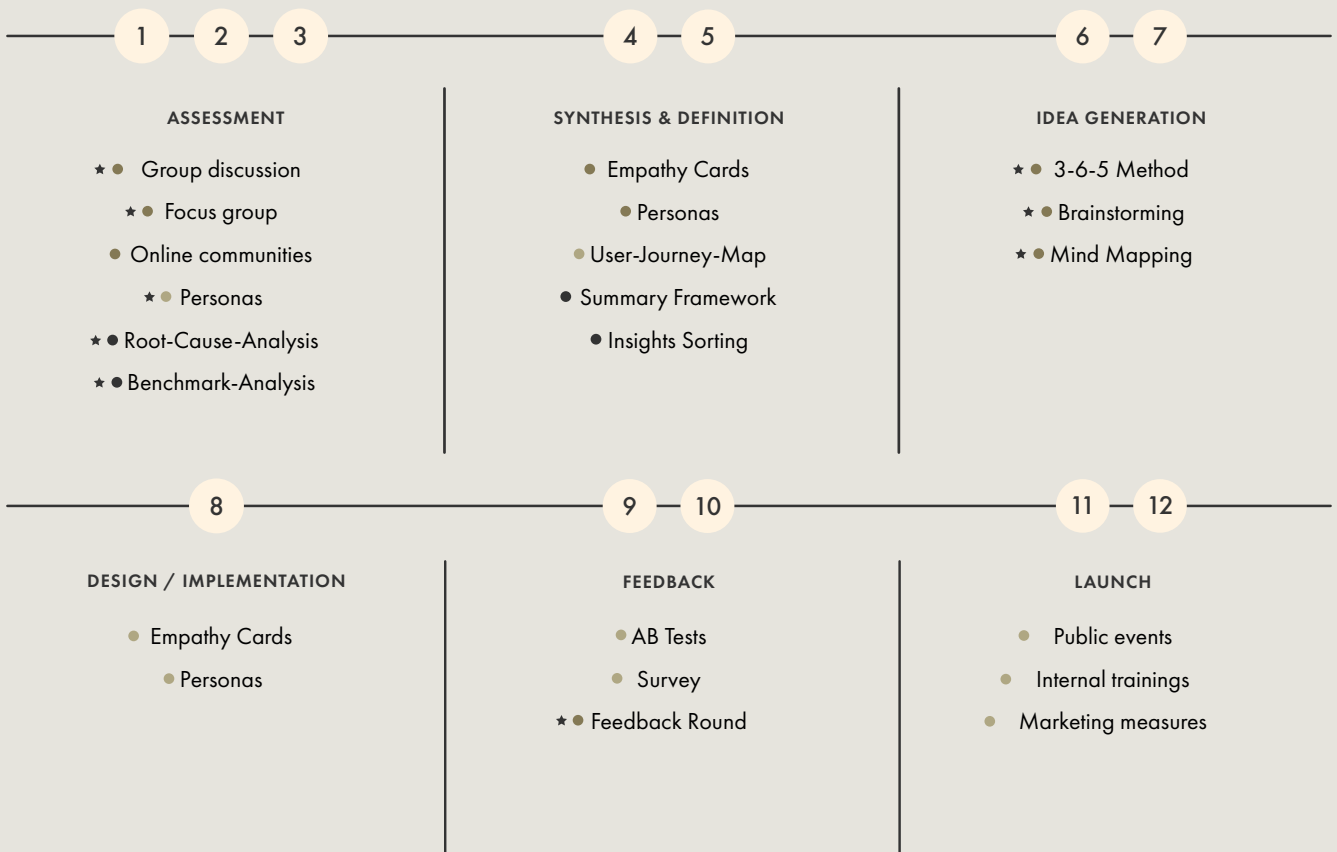
METHODS & TOOLS

THE CO-CREATION DEGREE

As co-creation is often defined differently, the following scale has been developed to illustrate which methods are particularly generative and have a high degree of involvement. Other methods that do not have a co-creation character but are still of great importance for rebranding are categorized as ‚no co-creation'.

NO CO-CREATION

Various strategically valuable methods from the rebranding field

LOWER DEGREE OF CO-CREATION

Indirectly representing stakeholders
Closed/semi-structured questions
Creation of artifacts
Evaluative approach
Present-focused

HIGH DEGREE OF CO-CREATION

Representing stakeholders directly
Open-ended questions
Creation of socio/mentefacts
Generative approach
Future-oriented

(WORKSHOP-) METHODS

The guide suggests participatory workshops in some of the steps, which are marked with a star symbol. Since the guide only provides a rough content framework and the individual process steps or workshops can be individually assembled depending on the choice of methods, the table below suggests different methods for implementation. Here, too, the star symbol indicates whether the respective method is suitable for a workshop. The colored dots indicate the co-creation degree of the individual methods.
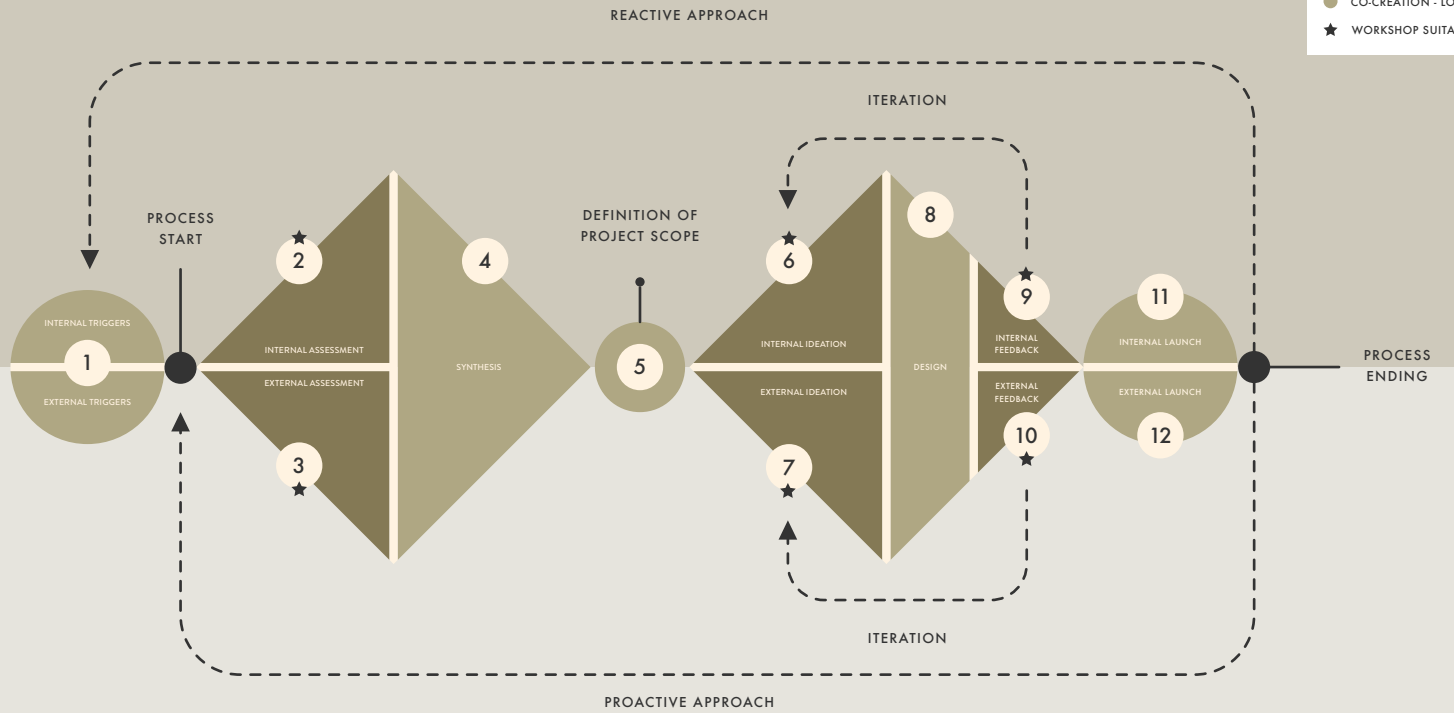
1 — 2 — 3

ASSESSMENT

★ ● Group discussion
★ ● Focus group
● Online communities
★ ● Personas
★ ● Root-Cause-Analysis
★ ● Benchmark-Analysis

4 — 5

SYNTHESIS & DEFINITION

● Empathy Cards
● Personas
● User-Journey-Map
● Summary Framework
● Insights Sorting

6 — 7

IDEA GENERATION

★ ● 3-6-5 Method
★ ● Brainstorming
★ ● Mind Mapping

8

DESIGN / IMPLEMENTATION

● Empathy Cards
● Personas

9 — 10

FEEDBACK

● AB Tests
● Survey
★ ● Feedback Round

11 — 12

LAUNCH

● Public events
● Internal trainings
● Marketing measures

CO-REBRANDING

CO-REBRANDING USING THE DOUBLE-DIAMOND MODEL

INTERNAL REBRANDING MEASURES

- ● CO-CREATION - HIGH
- ● CO-CREATION - LOW
- ★ WORKSHOP SUITABLE

REACTIVE APPROACH

ITERATION

PROCESS START

DEFINITION OF PROJECT SCOPE

ITERATION

2 ★

4

6 ★

8

9 ★

11

INTERNAL TRIGGERS

1

INTERNAL ASSESSMENT

SYNTHESIS

5

INTERNAL IDEATION

DESIGN

INTERNAL FEEDBACK

INTERNAL LAUNCH

PROCESS ENDING

EXTERNAL TRIGGERS

EXTERNAL ASSESSMENT

EXTERNAL IDEATION

EXTERNAL FEEDBACK

EXTERNAL LAUNCH
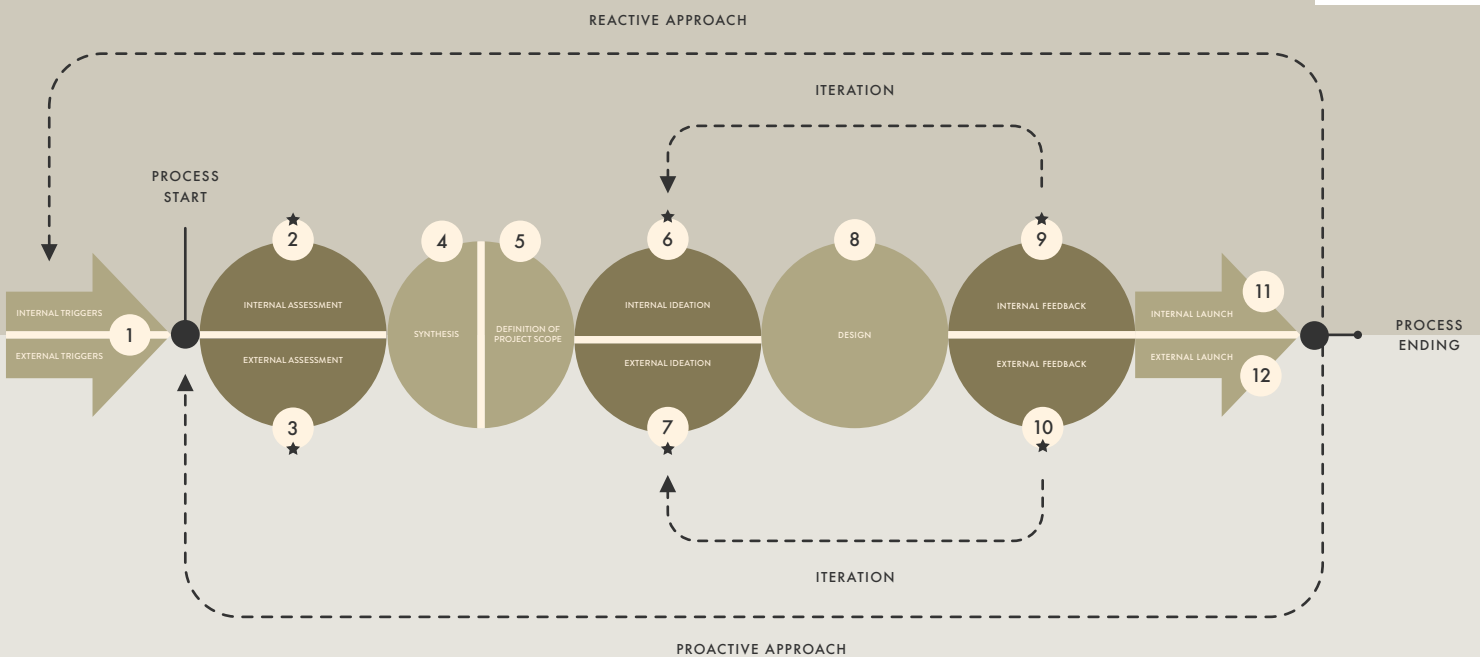
3 ★

7 ★

10 ★

12

ITERATION

PROACTIVE APPROACH

INTERNAL REBRANDING MEASURES

CO-BRANDING USING THE DESIGN THINKING MODEL

INTERNAL REBRANDING MEASURES

- ● CO-CREATION - HIGH
- ● CO-CREATION - LOW
- ★ WORKSHOP SUITABLE

REACTIVE APPROACH

ITERATION

PROCESS START

2 ★

4

5

6 ★

8

9 ★

11

INTERNAL TRIGGERS

1

INTERNAL ASSESSMENT

SYNTHESIS

DEFINITION OF PROJECT SCOPE

INTERNAL IDEATION

DESIGN

INTERNAL FEEDBACK

INTERNAL LAUNCH

PROCESS ENDING

EXTERNAL TRIGGERS

EXTERNAL ASSESSMENT

EXTERNAL IDEATION

EXTERNAL FEEDBACK

EXTERNAL LAUNCH

3 ★

7 ★

10 ★

12

ITERATION

PROACTIVE APPROACH

INTERNAL REBRANDING MEASURES

CO-REBRANDING STEPS

1

INTERNAL TRIGGERS	EXTERNAL TRIGGERS
Changes in company structure	Global trends
Strategic changes	External changes in the target group (perceptions & needs)
Expansion or change of target group	Image change
Changed positioning strategy	Poor reputation

2 ⭐ INTERNAL ASSESSMENT

PARTICIPANTS

Workshop facilitators

Creative professionals

Internal stakeholders

CONTENT TOPICS

Getting to know each other

Resource planning (time, budget)

Current state and desired state of brand strategy

Problem identification

Determination of target groups

Positioning strategy

TO CONSIDER

Cross-departmental and cross-hierarchical group composition

Allowing for dissenting opinions and criticism of the process and managing them confidently

Ensuring sufficient resources

3 ⭐ EXTERNAL ASSESSMENT

PARTICIPANTS

Workshop facilitators

Creative professionals

External stakeholders

CONTENT TOPICS

Getting to know each other

Introducing the company

Defining expectations & workshop goals

Assessment of the current situation of the company

Analysis of the current situation & problem identification

Evaluation

TO CONSIDER

Sufficient time investment in recruiting

Diversified and representative group composition

Good preparation and planning of the workshop

Comfortable atmosphere

Moderation should promote open dialogue and exercise little control

4 SYTNTHESIS

PARTICIPANTS	CONTENT TOPICS	TO CONSIDER
Creative professionals	Comparison of perceptions	Unbiased perspective
	Interpretation of perceptions	Alignment of findings with company goals to prioritize by relevance

CO-REBRANDING STEPS

(5) DEFINITION OF FINAL PROJECT SCOPE

PARTICIPANTS

Workshop facilitators

Creative professionals

Internal stakeholders

CONTENT TOPICS

Defining the final project goals

Defining the innovation space

Determining the scope of the rebranding.

TO CONSIDER

Avoiding too much deviation from the brand core

Finding a balance between the existing and the new identity

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(6) ★ INTERNAL IDEATION

PARTICIPANTS

Workshop facilitators

Creative professionals

Internal stakeholders

CONTENT TOPICS

Presentation of problem definition

Explanation of rebranding goals & scope

Idea generation: Internal brand elements
(Vision, mission, values, etc.)

Idea/solution approaches: External brand elements
(Visual identity, touchpoints, etc.)

TO CONSIDER

Cross-departmental and cross-hierarchical group composition

Good preparation and planning of the workshop

Comfortable atmosphere

Encourage insecure participants, they don't need to have any creative knowledge

Try not to restrain their creativity too much through control

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(7) ★ EXTERNAL IDEATION

PARTICIPANTS

Workshop facilitators

Creative professionals

External stakeholders

CONTENT TOPICS

Introducing the company

Presentation of problem definition

Defining expectations & workshop goals

Idea generation: External brand elements
(Visual appearance, touchpoints, etc.)

TO CONSIDER

Invest time in recruiting participants

Diverse, representative group composition

Good preparation / planning of the workshop

Comfortable atmosphere

Moderation should encourage open dialogue but should not exert too much control

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(8) DESIGN / IMPLEMENTATION

PARTICIPANTS

Creative professionals

If necessary, a person who represents the internal and external stakeholders

CONTENT TOPICS

Synthesis of the results from the workshops

Narrowing down the ideas

Implementation of the brand elements

TO CONSIDER

Internal and external Perspectives must be represented indirectly

The findings from workshops serve only as inspiration

CO-REBRANDING STEPS

9 — INTERNAL FEEDBACK

PARTICIPANTS

Creative professionals

Internal stakeholders

p.r.n. Workshop facilitators

CONTENT TOPICS

Presentation of the new rebranding

Justification of the changes

Incorporation of feedback

TO CONSIDER

People who are afraid of change must be convinced by substantive reasons.

Feedback must be regularly compared and filtered with corporate and project goals.

10 — EXTERNAL FEEDBACK

PARTICIPANTS

Creative professionals

External stakeholders

Workshop facilitators

CONTENT TOPICS

Introducing the company

Presentation of the new rebranding

Incorporation of feedback

TO CONSIDER

Involvement of new external stakeholders who have not yet had contact with the rebranding, as previous points of contact could indirectly influence attitudes.

Filtering between destructive and constructive criticism must be filtered.

11 — INTERNAL LAUNCH

PARTICIPANTS

Creative professionals

Internal stakeholders

CONTENT TOPICS

Presentation of the new rebranding

Justification of the changes

Implementation (z.B. through training)

TO CONSIDER

Plan & inform in advance of the launch

The new brand strategy & identity must be implemented in reality to ensure credibility and authenticity to the outside world

12 — EXTERNAL LAUNCH

PARTICIPANTS

Creative professionals

External stakeholders

CONTENT TOPICS

Plan public events

Presentation of the new rebranding

Justification of the changes

TO CONSIDER

Plan & inform in advance of the launch

Mentioning customer involvement in the process can help increase adaptation of the new rebranding