



How we worked together:

Gap analysis

Technical audits and inventory

Budget development

Implementation strategy

Scenario building
and feasibility studies

Project Organization,
Communications,
and Risk Management

Overall Supervision
and Project Management

Data Management
and Reporting

"After a number of failed attempts to achieve brand consistency in the marketplace, CIBC selected BrandActive for its highly disciplined approach and their ability to maneuver across a large complex organization. The partnership resulted in the conversion being completed within the aggressive timetable and budget we established."

—Beth McDougald, former CIBC Vice President, Brand and Customer Experience

Objective

In 2001, CIBC set out to put an end to the confusion which plagued their brand. Operating as a decentralized global organization, they recognized that having multiple identities on soft assets, virtual assets, signage and marketing collateral seriously undermined the integrity of the CIBC brand.

Previous attempts at achieving consistency lacked rigor in their approach and lost focus and momentum before the transition was truly complete resulting in legacy identities lingering in the marketplace. A \$13 billion business, CIBC employs 45,000 people. Organizations the size of CIBC have plenty of internal resources to put against a project of this importance, however, the project team realized that this was just the first step. To be successful, a different, more structured approach would be needed.

Solution

Our work with CIBC began by conducting a gap analysis of their planned approach to implementing the new visual system—a process which allowed CIBC to understand what was right about their plan and where they needed to rethink their resources and roll-out planning. BrandActive created a project organization where the majority of hands-on tasks were performed by CIBC's internal resources. Our role was that of central Project Manager, leading and overseeing the progress of the transition on an on-going basis.

As Project Manager, one of our key challenges was keeping track of the progress being made and providing information to all CIBC constituents in a timely manner, in a form that would make sense. It's one thing to have information and access to programming know-how. It's quite another to know what to do with it. We created an electronic Brand Process Tool which had information about all of the 3,800 soft assets we had identified. We put one of our people in the bank full-time to manage the information and to produce reports as they were needed. This ensured there was one central source of information that was both accurate and complete. Having this information also allowed us to create budget models to illustrate various scenarios and promote informed decision-making by quantifying brand versus budget tradeoffs.

As the roll-out gained momentum, it was clear that CIBC needed some specific expertise that they did not have in-house. BrandActive took the lead on the in-branch merchandising program developing a feasibility study, cost estimation and scenario model and roll-out strategy. This included management of the in-branch messaging strategy and creation of branch network profiles to determine messaging capacity.

Before and After

Before



After



ABM signage



Surround graphics



Results

BrandActive took up the challenge of leading CIBC internal teams through the transition process to its successful completion - conversion of 2400 forms, 30 VISA and ATM cards, 3300 in-branch and remote ATM's, all internet, intranet and third party web sites. In recognition of this accomplishment, the Brand Revitalization Team won a CIBC Achievers Award – an award given by the CIBC

executive recognizing excellence. Though it was an internal award, the BrandActive team members were recognized along side their client partners during the awards ceremony. The CEO acknowledged that while there had been two previous attempts to introduce a new CIBC logo, this time the brand transition was taken to completion and not plagued by residual, legacy identity applications.



BrandActive

IMPLEMENTATION MANAGEMENT

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