

Corporate Rebranding in Disparate Industries

A Capstone Paper by Josh Cramer

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The Guy Who Wrote This

Josh Cramer is submitting this paper in order to complete his M.A. in Strategic Communication at the University of Minnesota School of Journalism and Mass Communication.

He could never have accomplished such a monumental task without the constant support and guidance of John Eighmey and Steve Wehrenberg. Their expertise in and outside the classroom provided Josh with both foundational wisdom and practical advice that go far beyond the advertised curriculum. Josh must also extend a special thanks to David Therkelsen, Earl Herzog, Hyejoon Rim, John Logie, and Michelle Wood for their lasting contributions to his way of thinking. He will never be the same.

Most of all, Josh would be remiss if he neglected to thank his exceedingly patient and ever-supportive wife Natasha. For the past two years, she has endured many long days and nights (and overnights) where she has been solely responsible for keeping the household running and the baby and cat alive. He does not understand her dedication, but he does appreciate it. Also, he says he loves her.

Josh recently accepted a Marketing Strategist position for a large property services company called Marsden Services. There, he will implement a new RFP management process, and help the company to realize and hone its brand. The role figures to be challenging, but Josh feels capable of just about anything having just completed his capstone.

Why I Chose Disparate Industries

The organizations at the center of this study were chosen for a variety of reasons; convenience, and gamesmanship being chief among them. Campbell Mithun is intimately tied to the Strategic Communication program at the University of Minnesota, so when the opportunity arose to interview the CEO, it offered a synergy too tempting to pass up. Likewise, Matt Woodworking served as convenient source material, as it is a client of Cramer Digital; the company owned and operated by the author of this paper.

As for gamesmanship- it would have been safe and simple to compare organizations whose commonalities amounted to more than both being B2Bs. However, if one is to produce work of academic merit, one must stretch boundaries. No one is urinating on canvas here, but it is reasonable to say that these two companies would never otherwise have been mentioned in the same breath.

The main advantage to the 'disparate' approach is that it allows the researcher to stretch his or her methods and theories across a wide range of applications. If the theory has merit, the result of the experiment can be worked into a methodology that is widely applicable. There are disadvantages too, of course, but most of those can be ameliorated with generous doses of caffeine, and the occasional glass of scotch.

Just The Short Of It

Rebranding is a relevant issue for all types of organizations. However, for the purpose of this study, both organizations of focus happen to be B2Bs. One is a large midwestern ad agency by the name of Campbell Mithun and the other is a small multi-regional commercial remodeling company called Matt Woodworking. They are examined through quantitative and qualitative analysis to determine the current situation, the objective, and best practices for achieving that objective. The methods incorporated are a literature review, in-depth interviews, and online and phone surveys of key stakeholders for each brand.

Campbell Mithun is seen as old, traditional, and out of touch. A scale back and modernization of the entire organization is recommended and, indeed, one is currently in process. Along with a physical move to a new location across downtown Minneapolis, CEO Rob Buchner has planned a comprehensive rebrand that this study predicts will be successful.

Matt Woodworking is in the midst of a passive-pragmatic rebrand. It has changed from B2C custom cabinet manufacturer to B2B UPS Store remodeler, and has been operating under the new conditions for three years. Matt Woodworking has a very good track record with its current customers, but has aspirations of expanding to other types of franchises. At the same time, they are looking to expand their crews to accommodate more jobs, possibly reorganizing into an LLC to re-incorporate the manufacturing process into the parent brand under the same name. As far as the name is concerned, this paper recommends a co-branding approach over the course of a

few years that would gracefully allow them to transition from “Matt Woodworking” (they no longer do woodworking, but have positive associations with the name) to “Matt Woodworking & Commercial Remodeling” (marries the two concepts), and finally to “Matt Commercial Remodeling” (association remains, along with a better description of the work).

Why Any Of This Matters

As the demand for more cohesive communications practices grows, the need for strategic thinking is apparent. The once-siloed disciplines of Marketing, Internal Communications, Public Relations, and Advertising are now less distinct than ever. The emergence of Social Media has opened the floodgates of accountability.

And in this modern era of two-way corporate communication, today’s organizations have access to a dizzying array of communications channels. What they largely lack is an integrated plan of action (and substance) that correctly addresses their goals. Considering the explosion of connectedness brought on by the internet in, particularly, the past 15 years, it isn’t hard to fathom how many organizations have been caught with their proverbial pants down. They hadn’t expected to *need* a communications plan because they had always relied on other means to stay in business- whether justified or not.

This paper isn’t about the Coca-Colas or Apples of the world. Those companies have been highly visible for decades, and have sophisticated communications plans to get their message

across (and listen to their customers). These large B2C companies have a head start on the rest of the world because they have had to. They already do research. Many of them work with PR or Advertising agencies- some are large enough to have their own internal agencies.

This paper is about the others. The large industrials. The small B2Bs. The companies that, up until the turn of the 21st Century, remained in blissful anonymity- free to make a living for themselves in peace. Since the aforementioned dawn of the internet, many of these organizations have been waking up to the fact that they are visible, whether they like it or not. Their livelihoods don't just stand on their ability to churn out a product or service. They must stake their claim in this brave new world of information. And to do that, they must develop a brand.

Ironically, there can only be one 'No Name Steak.' This tongue-in-cheek (both delicious cuts) bit of meta-branding illustrates a powerful truth about the meaning of "brand". With their 'non-brand,' the good folks at No Name have taught us that a brand isn't a name. It isn't a logo, a commercial, a website, or any piece of collateral. A brand is the complete and total identity of an organization. It lives in the minds of those who concern themselves with it- be it employees, consumers, competitors, or associates. Electing an unpretentious self-awareness before it was hip, 'No Name' established their brand on the things they felt were important to their consumers: quality and consistency. They demonstrated a keener-than-most insight into what really matters, and made a 'name' for themselves by doing it.

People (particularly Americans) will mistakenly use the word “brand” when they mean “make.” This leads to a popular misunderstanding of what is meant by the act of “branding,” and by extension, “rebranding.” Since ‘branding’ might be popularly considered “the act of selecting a flashy icon,” it isn’t hard to see how organizations outside of the public eye might deal with branding flippantly, if at all. For many, brand custody and maintenance is relegated (permanently) to the back burner while the ‘real’ work is being conducted.

It is for this reason that a thorough consideration of branding (and rebranding) be performed. It isn’t that the world has a dearth of brands, or that they are misunderstood by those who work closely with them; it’s that so many organizations outside of that circle suffer from an improper or incomplete understanding of the significance of *their* brand.

Two organizations have been chosen to serve as guinea pigs for this study. The first is a prominent midwestern advertising agency called Campbell Mithun. “Now why,” you might ask, “would an agency that deals in communications every day find themselves in need of a rebrand?” Ever hear the adage about the mechanic’s car being the last one fixed? The situation is, of course, more complicated than that, but for now suffice it to say that Campbell Mithun’s case demonstrates that no organization is immune to branding woes.

The second organization is Matt Woodworking; a small, family-run multi-regional B2B currently hatching from its local B2C cocoon. Matt Woodworking started as a custom cabinetry manufacturer, but now does installs and renovations for UPS Store locations across the United States. It is owned by Hugh and Darla Mat; a husband and wife team based in Grand Forks, ND..

Aside from its current efforts, Matt Woodworking is also looking into the possibility of expanding to other franchises or corporate store locations.

The two organizations couldn't be more different in their industry, scale, or reputation. However, they are both facing an urgent need to rebrand. What draws together these seemingly disparate situations is a very specific communications (and administrative) need. This study seeks to explore both situations in the hope of contributing actionable information that will apply to almost any organization facing a rebrand; whether that be a small B2B remodeling company, or a large advertising agency.

What The Experts Say

A Brand Is...

Before one can delve into the subject of rebranding, one must first make clear a couple of definitions. One must establish a working meaning of the term "rebrand". And in order to do justice to that task, one must first establish what is meant by the term "brand."

It is an issue that is served by several schools of thought, but this paper will attempt to weigh each contribution on its merits in hopes that an authoritative working definition might be established. As mentioned previously, this is a contentious issue. To follow a classical definition, one might say that a brand is a "...name, term, symbol, design, or a combination of them intended to identify goods or services of one seller or group of sellers and to differentiate them

from those of competitors.” (Muzellec, 2006). Others contend that a brand amounts to more than its tangible attributes, and should be thought of more as a personality. Inskip (2004) takes on this thinking when she states that “Above all (a brand) is concerned with giving an organization a clear and publicly stated sense of what it stands for.” That’s more of a triangulation than a definition, but the point is well stated that a brand should not be considered as a stagnant, fixed artifact in history, but as an evolving entity that serves a purpose: namely, to identify.

As one might expect, general opinions on what is meant by the term are all over the map. And on this map, the two previously stated definitions might be considered the North and South Poles, respectively. There is a world of opinions, but everything seems to happen between the poles. B2Bs tend to mistakenly conflate their “brand” with the reputation that they carry among their stakeholders (Inskip, 2004).

Muzellec (2003) states that it’s helpful to view a brand from two key angles: internally and externally. A common pitfall of marketers is to focus solely on the external aspects of a branding initiative. They dedicate their efforts to changing how the brand is presented to (and hopefully perceived by) external publics only. By taking this “papering over” approach (as Muzellec puts it), they fail to strike the problem at its core. After the dust settles, they are faced with a sobering reality. For all their efforts to express change, nothing actually HAS changed. Buy-in is never achieved internally, and internal stakeholders are left wondering who their employer really is. Muzellec (2006) provides a great illustration of this phenomenon in his case study on the rebranding efforts of Irish telecom company Eircom. The company made significant investments in its external communications, but made no internal changes. When Eircom staff upheld the

status quo, the company took significant heat from its customers for empty promises made during the rebranding campaign.

Rebranding Is...

According to Muzellec (2003), rebranding is “the practice of building anew a name representative of a differentiated position in the mind frame of stakeholders and a distinctive identity from competitors.” Gotsi (2007) adds that rebranding involves the remaking of both labels, and the meaning behind them. He goes on to contrast rebranding efforts from the constant gradual adjustment that brands undergo due to changes that happen over time. Updating the look or functionality of a company website does not constitute rebranding.

Interestingly, and perhaps counterintuitive to what we in communications would prefer, the vast majority of rebrands are not driven by the goals of marketers. They are in fact, most often the result of some type of change to the organization; usually from the outside. Mergers and acquisitions account for about 33% of all rebrands worldwide; spin-offs another 20%. “Image Improvement” is the cited reason for a rebrand only 17.5% of the time (Muzellec, 2006).

Communicators looking to rebrand will therefore find themselves in a bind; they will be working reactively in most cases. Because of these pragmatic roots, it’s not hard to see how so many well-intentioned rebranders find themselves fighting a losing battle- trying desperately to stay ahead of the trade press while attempting to put together and execute a strategic plan (Gotsi, 2007).

Risk is of course significant with any rebrand; particularly when a new name is in play. After all, a name is a powerful marketing tool; one that can be used for good or for evil. A good name will communicate brand values while remaining present in the minds of the key public. A bad name will at best be forgettable, and at worst become a laughing stock (Daly, 2004). It is doubly important to get the name right because brand names carry real cash value. They are bought and sold every day for exorbitant prices. And when good brands rename themselves thoughtlessly, people can become very upset (e.g. Swiss Air, the Royal Mail, etc.) (Muzellec, 2006).

There are other trends in rebranding that bear mentioning. For example, the industry spread of those most likely to rebrand is quite narrow. The vast majority of rebranders in Muzellec's 2003 study were in the finance, consulting, and telecommunications industries. All together, they accounted for almost 54% of all rebranders during the studied period. One notable absence from the ranks of rebranders was the Consumer Packaged Goods segment. The author attempts to explain this phenomenon by stating that CPG companies will always have strong branding tools in their products. Making any changes to the progress they've gained through those products can have disastrous consequences (e.g. Coco Pops to Coco Krispies in the U.K.) (Kaikati, 2003).

How Rebranding Works

The actual process of rebranding varies greatly depending on the motivation to rebrand. As stated earlier, the reason for a rebrand is more often than not an external cause. Therefore, the majority of rebranding cases available for study focus on changes that, one way or another,

needed to happen. No matter what the impetus for change, however, the risks are just as real. Any brand equity that the organization has will be on the chopping block if not dealt with sensitively. In the case of corporate rebranding (as opposed to division or product-level rebrands), the stakes are higher. Indeed, more stakeholders exist both internally and externally (Gotsi, 2007).

In the minority of situations where a rebrand was a proactively planned initiative, the most popular stated reasons are as follows: to modernize, harmonize internally, differentiate among competitors, make new audiences aware, clarify values and mission, expand into new territory, and associate with a popular good or service (e.g. Select Comfort's rebrand to Sleep Number). The parts of a rebrand are broken into three main areas of focus: changing the name, changing the brand aesthetics, and repositioning.

This literature review uncovered eight common pitfalls in the rebranding process; four contributed by Gotsi (2007), four by Kaikati (2003).

They are:

1. The Heritage Rebranding Trap

Needlessly doing away with well-liked aspects of the current brand (e.g. British Airways) instead of expanding on them.

2. Following the crowd

Doing something off-brand just because it's what a competitor or admired company did. Imitation may be the sincerest form of flattery, but it's a terrible business plan.

3. *Merger-induced rebranding temptations*

Case in point: Morgan Stanley, Dean Witter, Discover & Co. used to be a real company name.

4. *Celebrity rebranding*

Handing the identity of the brand over to a celebrity with no skin in the game (e.g. Rosie O'Donnell Magazine).

5. *Disconnecting With Your Core*

Forgetting all the little people who got you there.

6. *Stakeholder Myopia*

Relying too heavily on crowd noise instead of being strategic or innovative.

7. *Emphasis on Labels Over Meaning*

Simply announcing to people that things have changed when they haven't. As Tyler Durden says, "Sticking feathers up your butt does not make you a chicken."

8. *Multiple Identities*

Allowing conflicting messaging and attitudes to exist within the same organization. Neither of them may be particularly bad, but the fact that they coexist is a problem.

Two common practices were also uncovered during the course of the literature review. The first is a common principle of movement among parent companies. Parent companies that wish to provide separation between sibling companies, or between parent and offspring company will tend to move toward a "house of brands" model with their rebrands (e.g. Proctor & Gamble). Conversely, brands that wish to promote togetherness such as those recently acquired into a related portfolio will tend to move toward a "branded house" model (e.g. Vodafone) (Muzellec, 2006).

The second common practice is also the result of recent acquisition. A faded heritage brand will be purchased by an investor, then rebranded for mass audiences at a lower price point (e.g. Huffy's acquisition of Schwinn) (Kaikati, 2003).

Existing research also describes 4 types of renames yielding 5 major brand name types (Daly, 2004).

Four types of rename:

- 1. Interim/Dual- Both brand names are used in tandem, giving stakeholders time to adjust, and assign brand equity to the new name. The former name is then dropped.*
- 2. Prefix- Similar to Interim/Dual, except that the destination name is completely new.*
- 3. Substitution- Old name goes away, replaced permanently by the new name. This one is not advisable unless the intention is to completely disassociate from the former brand.*
- 4. Amalgamation- The names of the two firms merging are mashed together to create something hopefully not horrifying.*

In Daly's 15 month (2001-2003) study of 166 rebranded companies, the name types naturally broke into 5 categories shown here. The first percentage is the amount of total companies studied that held the corresponding name type. The second number is the percentage of companies that held the corresponding name type after the rebrand.

1. *Descriptive (e.g. Gun Emporium)* 31.8% to 18.1%
2. ***Associative (e.g. The Itchy Finger)*** 8.1% to 32.5%
3. ***Abstract/Made-up (e.g. Boomko)*** 15.0% to 32.5%
4. *Person-based (e.g. Bob's Lethal Objects)* 24.3% to 7.8%
5. *Geographical (e.g. The Denver Shootery)* 6.9% to 1.2%

Take particular note of the second and third categories; Associative and Abstract, respectively. They were by far the largest beneficiaries of the overall rebranding process, representing a strong movement toward nuance and suggestion. Conversely, Descriptive, Person-based, and Geographical name types saw a sharp decline over the course of the study.

How Rebranding Should Work

Kaikati (2003) has uncovered six distinct implementation strategies for corporate rebranding:

1. *Phase-In/Phase-Out- Two or more brands are mixed or combined in the short term with the goal of a final brand to emerge in the end.*
2. *Combined Via Umbrella- One happy branded family is created as a smaller company is pulled neatly into line with the other sibling brands.*
3. *Translucent Warning- e.g. Marathon bar in the U.K. Packaging looked exactly like Snickers, and bore the warning "soon to be called Snickers". Once the name switched, it bore the message "formerly called Marathon." This concept also applies when design elements change, but the name stays the same.*
4. *Sudden Eradication- Business closes doors as one brand, opens doors the following day as another, as if the former had never existed. This is only advisable if the former brand bore no value, or had negative value.*

5. Counter-Takeover- The dominant party in a merger bears the name of the company it's taking over because it holds more value (e.g. Norwest Bank's takeover of Wells Fargo).

6. Retrobranding- A brand gets back to its roots; hopefully with an appropriately modern twist.

Daly (2004) provides an instructive example for a successful rebrand with Vodafone's takeover of Eircell, the most prominent phone service in Ireland. In his case study, he describes how Vodafone took time to properly assess the market before beginning the transition campaign, and how valuable that ultimately was down the line. Succinctly, the process (later to become Vodafone's model for international expansion) went like this:

1. Pre-campaign Situation Analysis- They polled people in the area to determine the strengths and weaknesses of Eircell. They discovered that Eircell was perceived as fun, modern, and Irish.
2. Partnership Campaign- Vodafone put together a campaign that juxtaposed the brands, positioning them as partners- even friends.
3. "Vision & Values"- They spent an extensive amount of time evaluating and training employees as to how Vodafone values matched up with that of Eircell. They expressed concern for unity, and took time to earn buy-in.
4. Interim/Dual Branding- They began doing business as "Eircell-Vodafone". This cemented in the minds of consumers the idea that these companies truly belonged together, allowing for full transference of brand values. They immediately overhauled the web properties to fit brand standards, but kept the Eircell name prominently displayed.
5. Pre-launch- After it was clear (from polling) that Eircell and Vodafone were properly associated, they began advertising the drop of the Eircell prefix.
6. Launch Day- There was a great to-do with the opening of concept stores, a parade, taxi wraps, etc). Vodafone officially cut ties with Eircell, making sure to destroy any old or co-branded documents or collateral.

More Rebranding Advice

When managing a rebrand, it is important that all levels of the business be involved- particularly the CEO and senior leadership team. Marketing can only do so much without the support of top decision makers. Remember, it's useless to communicate a change that hasn't happened, so invest real time on internal messaging (Kaikati, 2003; Gotsi, 2007).

A rebrand must balance history with novelty; being similar enough to build a bridge to the past while distinct enough to make the process worthwhile. Preexisting assets can also be a double-edged sword, so make sure that whatever is kept is worth the trouble. It is not uncommon for the process to also involve retargeting. If the brand in question has become stale, it's possible that the market or customer base has done the same.

Equally important is internal buy-in and participation. Find the influencers that will help drive this. The more integrated and coordinated the effort is, the higher likelihood of success. Also, it is vitally important to reinforce strongly and consistently; especially at first. Old habits die hard (Merrilees, 2008), (Gotsi, 2007).

As with branding in general, it is exceedingly difficult to measure the ROI of a rebrand immediately independent of sales and awareness metrics, and stock value (Muzellec, 2003).

B2Bs/SMEs Differ

Because one of the two companies of focus in the Capstone is a small B2B, it stands to reason that the challenges unique to that type of organization be examined as well. To that end, Inskip (2004) was a major contributor. As she is keen to point out, little research currently exists on branding within the small-to-medium sized enterprise (SME) arena. Perhaps that is because, as she explains, SMEs tend to be more resistant to corporate branding; particularly when they are B2Bs. For the sake of simplicity, please regard 'SME' to indicate a small-to-medium sized B2B. Everything henceforth stated concerning an SME will apply in that manner.

It isn't hard to understand why the average SME might be too pragmatic for a marketing department. According to the study, even those sophisticated enough to have separate sales departments lacked a much as a token representation of marketing. SME leaders often find themselves 'too busy' with day-to-day operations to concern themselves with anything long-term; least of all branding. They are known to organize their priorities thusly:

1. Product/Service/Technology
2. Nurturing existing customer relationships
3. Price

Since branding is not directly related to any of these things, it is shoved to the back burner, if not clear off the stove.

SME leaders who don't scoff at the utility of rebranding are nonetheless helpless in their efforts to engage in branding activities. Most general communications activities, in fact, have little-to-no link to their brand. Efforts to market an SME brand tend to be made ad hoc, resulting in random, off-brand messaging. Indeed, Inskip (2004) states that "the production of communication material is often the first point at which some self-reflection occurs."

It isn't so much a matter of SMEs having a dearth of options when it comes to getting their message out. Even for those with severely limited resources, an entire cottage industry exists of freelance artists, web designers, developers, search marketers, and the like who are perfectly capable of spreading the word. The biggest branding hurdle that SMEs face (aside from realizing that branding is important) is the need to figure out *what* to say. To some extent, this is something that an outside consultant isn't well equipped to handle. If the goal is to build a coherent brand that can be articulated simply both internally and externally, the onus is first on SME decision makers to come up with a vision and strategy to communicate.

Entrepreneurial leaders tend to resist these efforts the most. By their nature, they find it difficult to relinquish control of every aspect of business. For obvious reasons, most SMEs are led by entrepreneurial leaders. Furthermore, the statistics state that the majority of SMEs are headed by a family member. Combine the extra layers of personality and family issues, and it isn't hard to see why so many SMEs find branding so difficult to do.

It isn't all bad news, however, for SMEs. If the leadership is willing to bring in an expert to assist with branding, Inskip (2004) insists that the project could be a good opportunity for the right kind

of branding agency. She advises SMEs to seek the help of smaller shops stocked with veterans of large agencies. In her thinking, large agency veterans will be able to provide the big-league expertise that SME leaders strive for without the big agency overhead and bloated timetable for which they are sometimes known. Additionally, this arrangement represents what would most likely be a welcome change of pace for the agency, who could realistically put together and execute a branding initiative in weeks or months instead of years.

For those interested in working with SMEs on branding, Inskip (2004) advises to expect active resistance to change among the client organization. Also, she advises a measurable reduction in industry jargon as these types have little patience for it. However, if an agency is able to provide tangible, relevant results while delivering tactful advice, the partnership could be very fruitful.

For SME leaders looking to brand/rebrand, Inskip advises seeking qualified outside help, and sticking with strong design principles.

What I Did

In order to obtain primary qualitative research for the two case subjects of this study, a dual pronged approach was elected. An in-depth interview was conducted with an authoritative source within each organization. After the information was gathered and processed, insights were drawn which later provided a valuable basis for the structure and content of each organization's survey.

One other aspect that bears mentioning is the difference in available data and collection practices because of the differing size and nature of each organization. With the study, attempts were made to establish parity, although there were few opportunities to do so. Despite challenges of scale and scope, an authoritative source was selected in both cases for the in-depth interviews. Both had strong command of the past, present, and future situation of each company, and both had the authority to enact any branding or rebranding procedures that their respective organizations elected.

Once the interviews were complete, an online survey was created for each organization. In Campbell Mithun's case, the survey targeted communications professionals; particularly those involved with advertising or public relations. An initial request for the participation of qualified individuals was posted on the University of Minnesota Strategic Communication M.A. Facebook and LinkedIn pages. Targeted emails were sent to personal connections of the researcher, and snowball sampling was encouraged. To ensure the integrity of the data, the survey began with a qualifying question: "How familiar are you with these organizations?" It then listed seven prominent advertising agencies in the Twin Cities area. Of particular importance were respondents' answers for the first three entries: Campbell Mithun, Carmichael Lynch, and Colle + McVoy. If the respondent answered "no clue" for any of those three, he or she was then forwarded to demographic data collection, and excused from the survey. Following this method, only respondents who demonstrated at least some knowledge of those three agencies were allowed to partake in the full survey. The reason for this originates from a gripe that Rob Buchner shared in his interview. He had lamented that Campbell Mithun sounded too much like its

competitors that also contained two names in the title, the first beginning with C. Furthermore, Campbell Mithun and Colle + McVoy are both initialed CM; a problem for those hoping to differentiate.

The survey was further distributed to anonymous participants through posts on Facebook and LinkedIn. Additionally, links were forwarded through email. As previously mentioned, data was collected using snowball sampling, which allowed participants or other interested parties to distribute links to the survey to other qualified individuals. Because of the qualifying question at the beginning, the survey netted a rich -albeit limited- data set of 44 fully vetted respondents.

Matt Woodworking's survey took on a decidedly different tone and purpose. With the Campbell Mithun survey, the target was broad. An advertising agency needs to make its brand known; amongst present and future clientele, competition, and potential talent. One of Rob's stated ambitions from the interview had been to draw talent from the likes of Target. But with Matt Woodworking, the target is niche. As a multiregional B2B, their list of targets is about 50 individuals. Being outside of the public eye meant the only survey respondents that had knowledge of Matt Woodworking were previous customers.

This survey was distributed to a list of 27 store email addresses for locations that Matt Woodworking had remodeled in the past four years. The initial distribution elicited seven responses, although a follow-up phone version yielded an additional eleven. The survey began with questions about when the company had provided service, and gathered more details about the quality of the work, and the overall experience of working with the company. It ended with a

net promoter score on a scale of 1 to 10. All surveys were completed well within the anticipated two minute time frame.

The Results

The Interviews

Campbell Mithun

For Campbell Mithun, the authoritative source was Rob Buchner (personal communication, April 18th, 2014); the company's new CEO. Rob was interviewed in his office at Campbell Mithun, spending an hour in an open-format discussion on the current brand situation. Rob had just finished up a 23 year stint at Fallon where he was most recently Chief Marketing Officer. Rob was also an Account Executive for Campbell Mithun in the early '90s (having been hired by Steve Wehrenberg, the company's most recent CEO), which gave Rob a unique perspective on the brand history of this important American agency.

Like any large legacy company that has been bought and sold several times in a span of a few decades, the Campbell Mithun brand has seen some odd iterations. From the fairly straightforward moniker by which it is known today to the entirely-too-cumbersome post acquisition title: CME-KHBB, Campbell Mithun has merged and split with fervor. The effect on the brand is evident beyond just the name.

As Rob Buchner will readily admit, Campbell Mithun has “not been dynamic” lately. He describes the current culture as one where the offices are quiet; where an employee can come, put his or her head down, and work in silence. Over the course of a decade, it has gone from an agency of over 600 employees brimming over its namesake tower to a scant 238 throughout its many divisions. Buchner attributes part of the problem to the fact that the over 80-year-old organization has built its reputation on legacy brands (e.g. Land-o-Lakes, Toro, General Mills), and in doing so, has become a bit too comfortable with the status quo. Like the legacy brands, certain employees have also become comfortable with a static and quiet work environment. This kind of climate does not have the kind of energy that Rob is looking for; especially considering the talent against which they are competing for business.

Another key point Rob made was that Campbell Mithun is not the strong or popular name it once was. For example, employees on the General Mills campus identify themselves in person (and on their business cards) as McCann (the larger parent company) employees. Rob attributes it to the fact that Campbell Mithun is considered only regionally prominent. It is not well-known outside the Midwest, and when it is recalled, it is associated with General Mills, and thought of as a bit fuddy duddy.

The interior design of Campbell Mithun is an appropriate metaphor for what Rob feels has happened to the organization. It is filled with exaggerated 90's decor, much of it a hodge podge of genres and eras. The workspace itself is sprawling, with little isolated pockets where interdepartmental interaction can be successfully avoided. This same sense of fracture also affects client perception. During pitches in the presentation room, the first half of a slide deck will

be Campbell Mithun branded with their logo and language. Then the Compass Point (Campbell Mithun's media division) people come in with their logo, and pass out their Compass Point business cards. The odd juxtaposition has a confusing effect, undermining client confidence.

Rob admits that he was hired to “invigorate the agency,” and he has plans to do so. His plan includes a stronger emphasis on design and technology specifically. The overall goal is to generate new consideration from clients, talent, the media and the business community. Rob's plan is to use any newfound buzz to start attracting “the right kind of talent right now.” He firmly believes that the coming changes will make Campbell Mithun into the kind of agency that attracts the talent of the future.

The move to 510 Marquette is the most significant physical symbol of the changes coming to Campbell Mithun. The agency will be moving across downtown to a classically open structure with modern, restrained décor. Julie Snow, principal of Snow Architects, is designing the space. The theme calls for an abundance of natural light, and above all, an experience that speaks to the unity and harmony of the brand and culture.

Rob will soon announce a series of high-profile hires in the coming months. These hires will be part of his larger initiative to try to shake up the culture from being quiet, reserved, and cerebral to one of energy. Rob has consulted with the last few CEOs of Campbell Mithun, bouncing his rebranding ideas off them. Many of them have expressed similar feelings about the brand, and

endorse the changes Rob is planning. Using the momentum of his hire to strike while the iron is hot, he says he is nine months in to a plan that will take three years to complete.

Rob's philosophy through all of this is to keep an eye on the future with reverence for the past. He admires Ray Mithun's famous philosophy "Everything Talks," and plans to incorporate that and other Mithun kernels of wisdom into the rebranding process. Rob's goal archetype for Campbell Mithun is that of a versatile, nimble, crossfit athlete; one that is strong, can turn on a dime, and do something totally unexpected.

Matt Woodworking

In Matt Woodworking's case, the interviewee was Darla Matt (personal communication, May 19th, 2014); the company's business manager and co-owner. Matt Woodworking began as a cabinet manufacturer and installer in 2006, targeting local consumers in and around the Grand Forks area. In 2010, its business model changed. Due to an economic recession, fewer customers were choosing the custom built cabinetry and hearths that had been the company's specialty. Around the time of the slowdown, the owners were approached with an opportunity to remodel a local UPS Store location which was in need of a facelift. Considering the circumstances, they deemed it prudent to accept.

Matt Woodworking completed the job early with rave reviews from the owner. Hugh Matt, the other co-owner of Matt Woodworking, saw an opportunity. He began to arrange bids all

throughout the region, building a crew of four to help him with the buildouts. Before they knew it, Hugh and Darla were gaining significant traction as a commercial remodeling business.

Since its merger with Mailboxes Etc., a large swath of UPS Store locations throughout the United States were still conducting business in storefronts with red and white interiors (MBE's colors) as opposed to the UPS Store's black and tan. As these franchises came due for updates because of their contractual obligations with corporate, they found themselves in need of experienced contractors that could complete the job with as little downtime as possible (it is hard to make money with the doors closed). And, as Matt Woodworking's reputation for being fast, efficient, and fair developed, store owners and regional leadership began to take notice. They had found themselves a solution to the stress and guesswork that the process of hiring a contractor can involve.

At this point, maintaining profitability with custom cabinetry alone had become a losing battle. Too many hobby shops existed to fill the handmade niche, and too many big-box stores existed to satisfy the budget-conscious. Hugh talked it over with Darla, and they made a strategic decision to invest all their efforts into the remodeling and buildout business for The UPS Store.

I believe small businesses sometimes get so focused on what they're doing, they build their products and say "I sell this." But they don't always watch for the signs of how things are changing, (or) adjust their company according to those changes. -Darla Matt, Co-owner, Matt Woodworking

Today, Matt Woodworking is a multi-regional B2B remodeling company that operates mostly in the Midwest and West; exclusively with The UPS Store. While there is plenty of work to be had with this arrangement, Hugh and Darla are looking toward the future. They are not comfortable being dependant on the business of just one client. At the same time, they see huge potential for growth in similar companies that operate franchised or corporately-owned retail locations. Batteries Plus and Hallmark stores have both been discussed as opportunities for development.

Hugh and Darla expect that owners and regional directors will value Matt Woodworking's buildout expertise and reputation. To date, they have completed almost 30 UPS Store locations in roughly 4 years of business. It isn't a bad start, but Hugh is looking to allocate enough business to hire on a second crew which can work in tandem to earn more bids.

Another opportunity on the horizon lies in the manufacturing facility that Matt Woodworking still owns. Since the tools and materials are already owned and currently being maintained, utilizing them later as a separate business venture could lead to an additional revenue stream for Matt Woodworking. Darla admits that these are still just topics of discussion for the future. The first priority is still to develop current business, and to push it further through expansion of the client list.

So far, development has been better than expected. Matt Woodworking is currently on a tear, picking up jobs all across the midwest and western regions, filling its calendar sometimes months in advance.

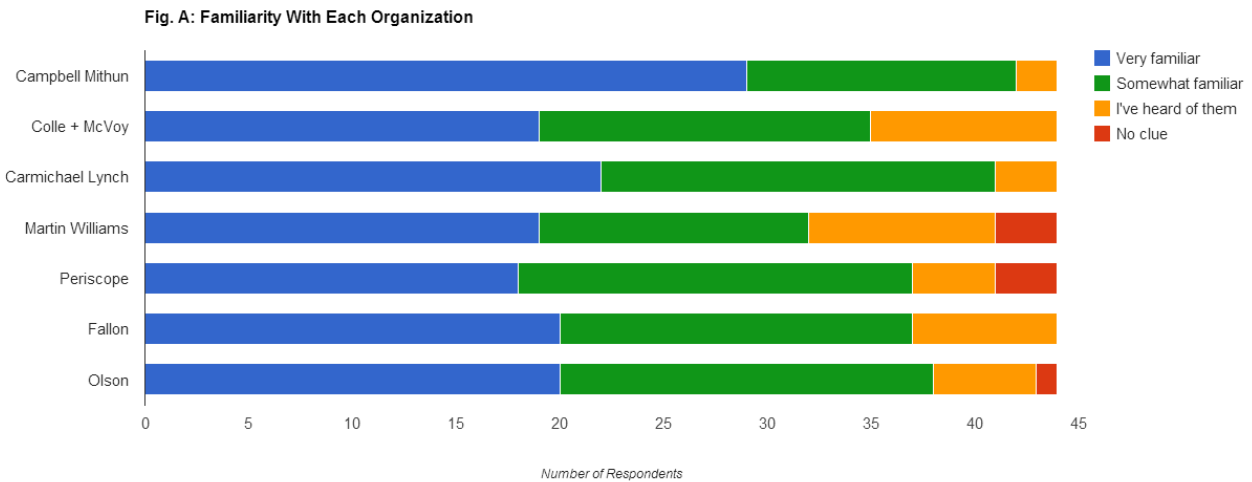
In the corporate franchise ecosystem that is The UPS Store, the key to getting bids is developing relationships at the regional level. These regional directors have significant input into which contractors are made available to their individual stores for bid. In fact, there are certain areas where the contractors are chosen directly by the regional director. These are good territories to win, and Matt Woodworking already has a couple under its belt. In all there are fewer than 50 regional directors that represent the epicenter of influence for Matt Woodworking right now. The company is using personal networking to reach them, but is looking for a way to build credibility with them, and with future clients.

The Surveys

Campbell Mithun

After speaking with Rob, the need to assess Campbell Mithun's brand in the context of the Minneapolis agency scene was apparent. Although Campbell Mithun competes with many national and international houses for work, Campbell Mithun has always found its strength at home. That being the case, it was of particular importance to Rob that Campbell Mithun differentiate itself in the local ad scene. As mentioned in the interview, Campbell Mithun had lost some of its name recognition over the years- even within the Twin Cities. Murkiness had overtaken a once-proud establishment. In order to get at the heart of this problem, an online survey was conceived and distributed in order to reveal communications professionals' true and uncensored feelings about the brand. In total, 62 responses were recorded. Forty-four of those

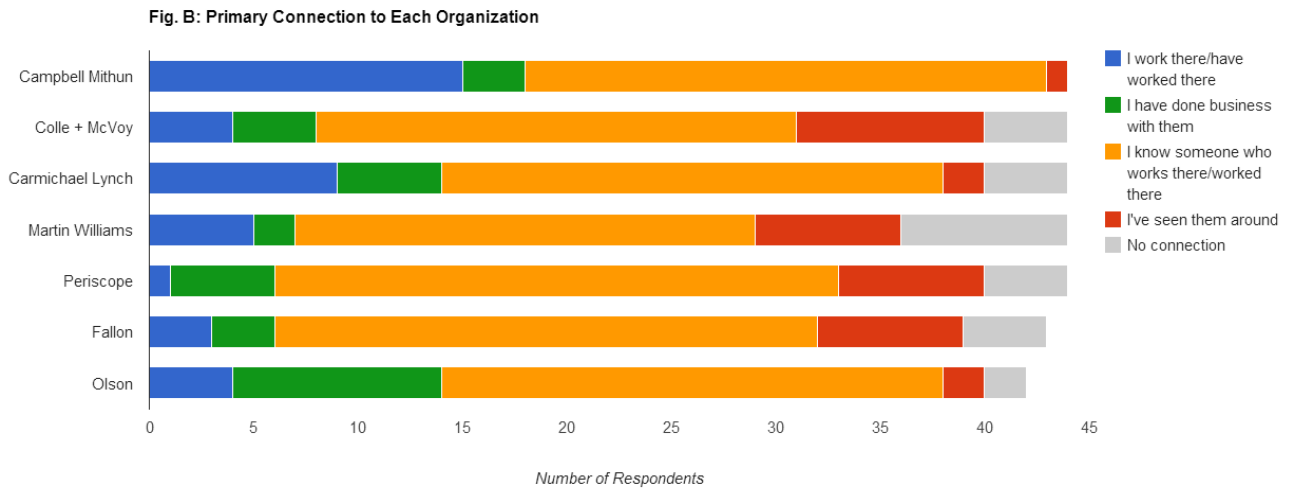
responses were fully qualified and are displayed in the graphics below.



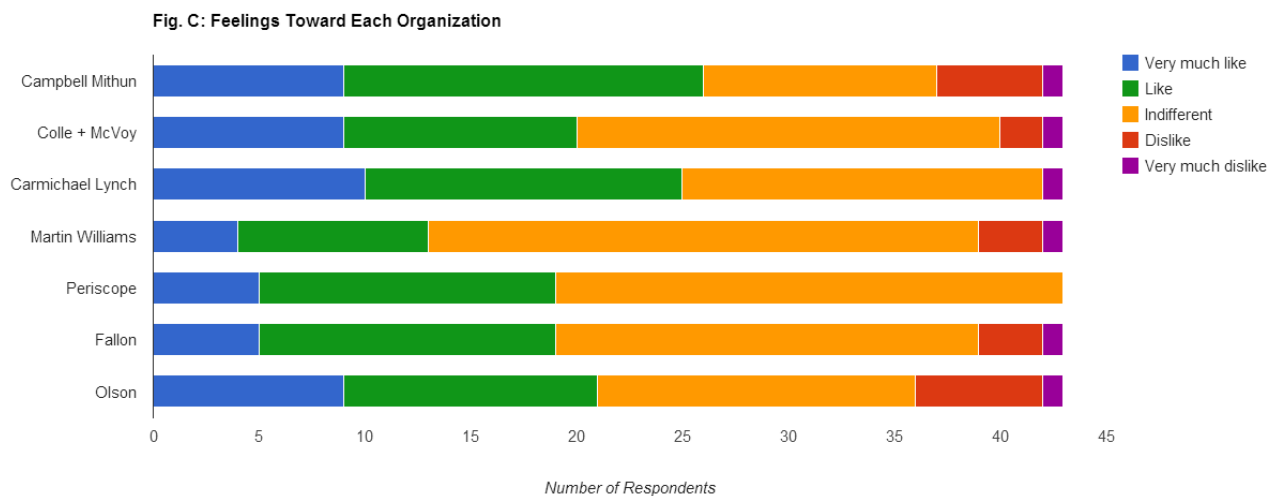
The very first question was meant to gauge participants' familiarity with the major agencies in town. Of particular relevance are the first three listed: Campbell Mithun, Colle + McVoy, and Carmichael Lynch (these are the closest to Campbell Mithun in name). In order to protect the integrity of the survey, this first question served as a filter. If a participant confessed to having no knowledge about ANY SINGLE ONE of those three, he or she was immediately excluded from the rest of the survey. It is for this reason that there are no "no clue" responses in Fig. A for the first 3 choices. As Fig. A goes on to demonstrate, the full participants of this survey were qualified to give an informed opinion because of their familiarity with the brands in question.

In the gathering of data, participants' actual connection to the brands in question is also relevant. As Fig. B demonstrates, the Twin Cities advertising scene is highly social. Even if a participant hadn't worked at one of the organizations, it was likely that he or she knew someone who did.

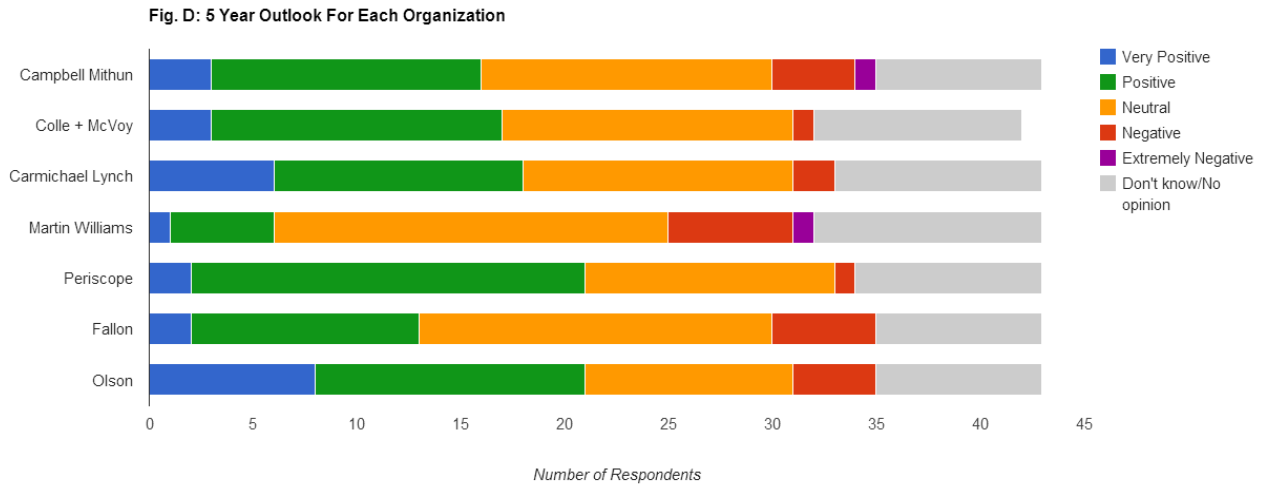
This suggests that one could reasonably assume an informed opinion of the brands due to the participants' real connection (not simply their claimed familiarity as stated previously).



Once an acceptable level of credibility was established, some general opinions were established. Of particular note in Fig. C is the fact that none of the participants disliked Periscope. Let the record also state that, in aggregate, Campbell Mithun was the most liked of the listed brands, followed closely by Carmichael Lynch (who enjoys a slightly more enthusiastic contingency). Martin Williams emerged as an early pariah.



On the whole, participants rated most brands as having comparable outlooks for the next 5 years (Fig. D). Participants were bleak in their predictions for Fallon, and downright depressing for Martin Williams.



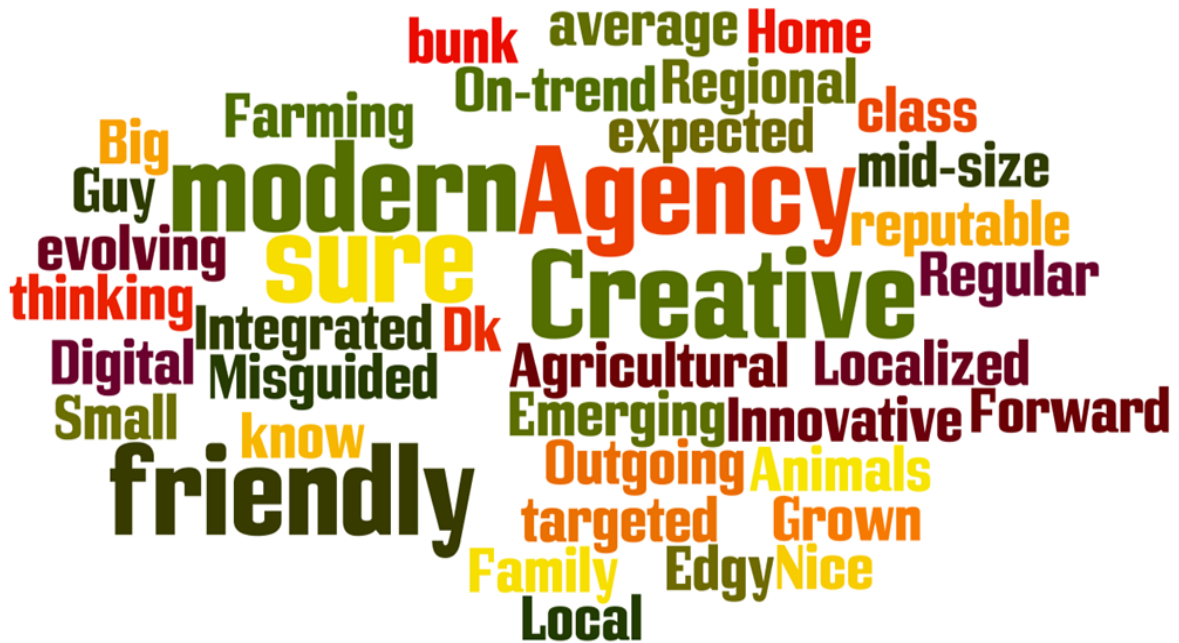
Participants were then asked to provide the one word they would use to describe each brand. The results are displayed in Fig. E - G. Words that appeared frequently are represented in larger proportion. At a glance, Rob's opinions about Campbell Mithun's brand are validated. Indeed, Campbell Mithun is seen as Big, Old, Traditional, Outdated, etc.

Fig. E: Campbell Mithun “In a Word”



Comparatively, Colle + McVoy is a little less easily defined.

Fig. F: Colle + McVoy “In a Word”



Carmichael Lynch's brand, on the other hand, proved to be distinctive.

Fig. G: Carmichael Lynch "In a Word"



Fig. H: Campbell Mithun Strengths



Aside from the one-word assessments, participants were also asked to tell what they thought each organization did best (Fig. H - J). In Campbell Mithun's case, media, strategy, CPG, and traditional were considered core strengths.

As might be expected, Colle + McVoy is again not as sharply defined.

Fig. I: Colle + McVoy Strengths



But, also remaining consistent, Carmichael Lynch emerged with clear points of emphasis.

Fig. J: Carmichael Lynch Strengths



And, of course, to provide the converse perspective, participants were also asked what each organization does worst (Fig. K - L).

Digital and creative are prominent weaknesses on Campbell Mithun's list; Colle + McVoy also

Fig. K: Campbell Mithun Weaknesses



demonstrates a perceived weakness in creative, and Carmichael Lynch is criticized most for strategy (or lack thereof as the data suggests).

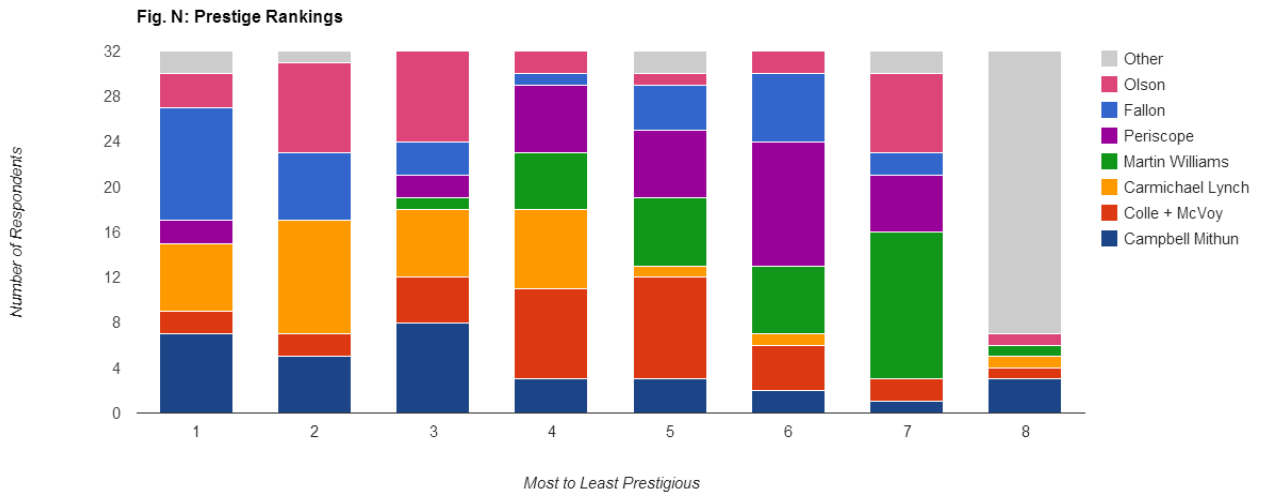
Fig. L: Colle + McVoy Weaknesses



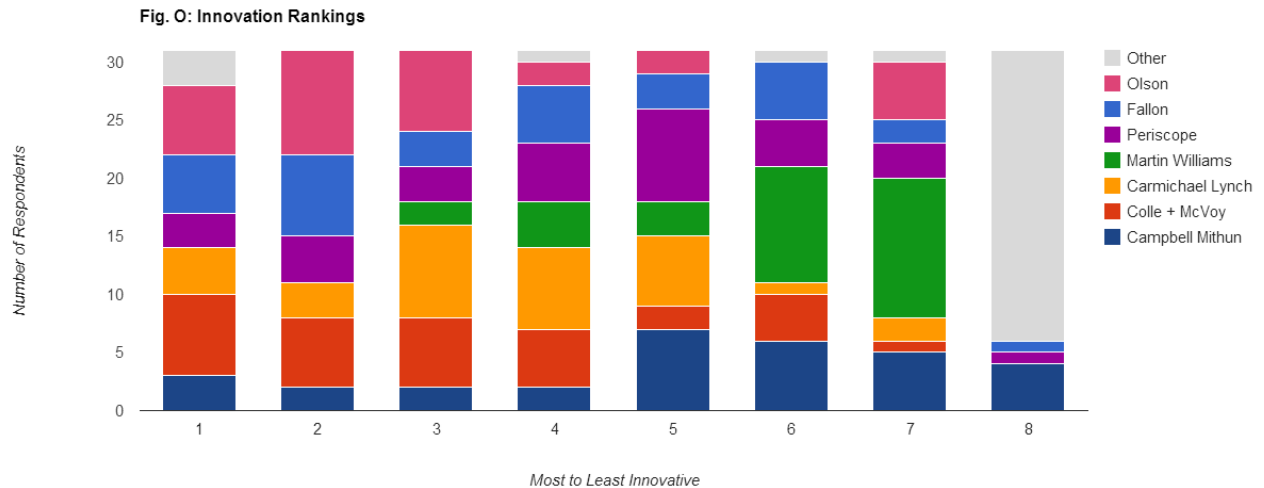
Fig. M: Carmichael Lynch Weaknesses



Next, the survey focused on some of the factors that might attract talent. The particular aspects tested were the relative prestige, and perceived innovation of each organization. The next question asked each participant to rank the organizations in order of preferred employer. This

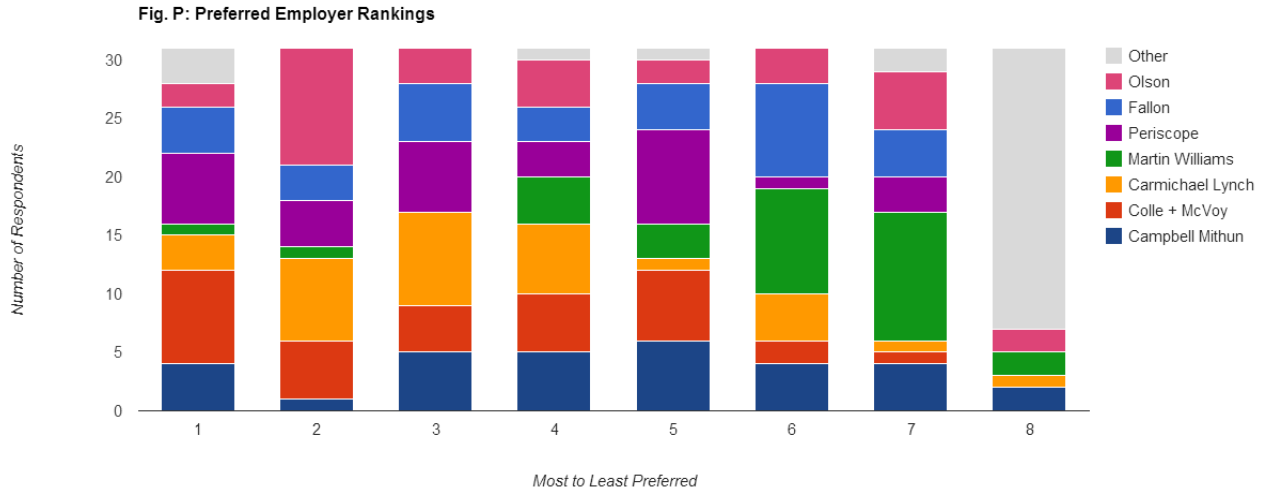


information matched up with Rob’s goals in wanting to make Campbell Mithun into the type of agency that attracts top talent. Participants were able to drag each of the seven organizations plus an “other” option into place to create their ideal list. Fig. N - P list the results. Fallon scored first overall in prestige, but seems to be a controversial pick. Similarly, Olson weighs heavy toward the 1 and 2 spots, but has its detractors as well. Areas of consensus are particularly interesting at this stage of the research. For example, Carmichael Lynch seems to fall comfortably in at the 2 - 4 spots while Periscope weighs in at 4 - 6, and Martin Williams gets no love at all- coming in last (except for “other”) with the largest consensus of any particular organization for any particular position.



In terms of innovation, both Fallon and Campbell Mithun were thought of ambivalently, with the edge going to Fallon for not being considered last by anyone, and having an overall forward weight. Olson and Colle + McVoy come out as winners here with Carmichael Lynch and Periscope filling out the middle, and much-maligned Martin Williams dominating the last two positions.

Next, the survey examined participants' stated preferences for employment. As demonstrated by Fig. P, Colle + McVoy came out ahead. Olson took 2nd position, followed by Carmichael Lynch in 3rd and 4th, Periscope in 5th, and Martin Williams taking the 6th and 7th positions. Both Fallon and Campbell Mithun were oddly uniform in their distributions.



The last section (Fig. Q - T) of the survey dealt with demographics. As demonstrated by Fig. Q, 77.4% of participants were between the ages of 25 and 40. This demonstrates a strong representation in the results from Millennials and Gen X. Participants were 71% female (Fig. R),

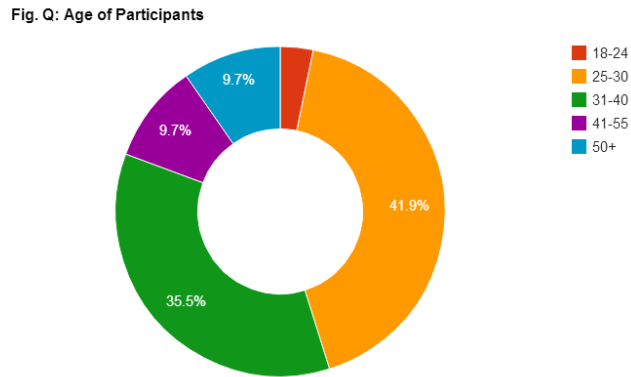


Fig. R: Gender of Participants

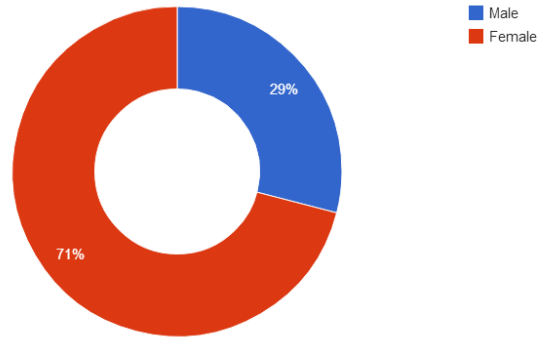


Fig. S: Seniority of Participants

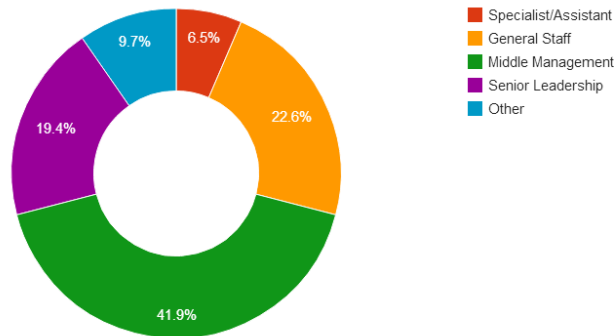
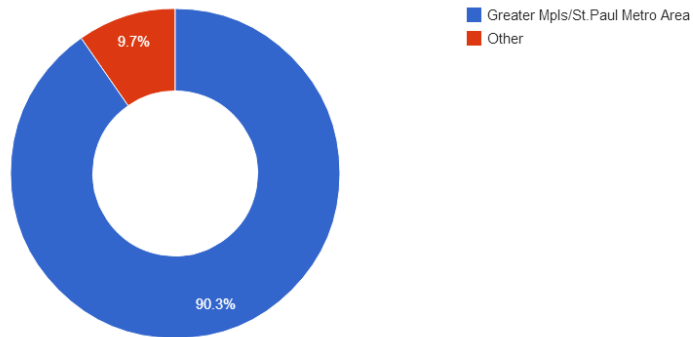


Fig. T: Location of Participants



and 41.9% held middle management positions. Participants were overwhelmingly (90.3%) located in the Greater Minneapolis/St. Paul metro area. Several of the write-ins also alluded to having roots in the Twin Cities while not currently living there. In further study, it would be useful

to compare the demographics from this survey to general demographics of the Twin Cities advertising community to confirm generalizability.

Matt Woodworking

Because of Matt Woodworking's nature as a smaller niche enterprise, the survey was designed for a sharply defined audience: past UPS Store customers. The goal was to understand the brand through the eyes of those outside the company who had experienced it firsthand, and that list wasn't long; 27 stores at the time of the survey. A bit of a departure from the previous survey's region/industry-wide focus.

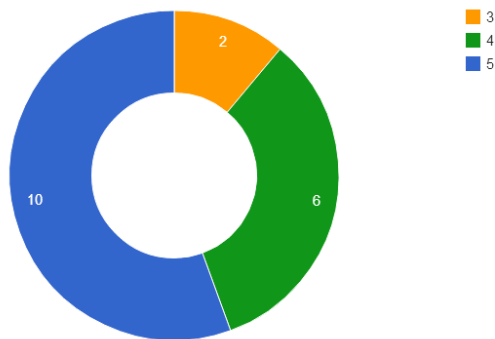
Another key difference was the motivation for gaining such insight. In Campbell Mithun's case, the brand lives squarely in the public eye. It is relevant to current and potential clients, current and potential employees, and the larger advertising community. It lives in an industry where "cool" is an important indicator of success. In Matt Woodworking's case, the main goal is to remain profitable. To that end, any branding efforts should ultimately serve to ingratiate the company with potential customers; that list of 50 or so regional leaders mentioned earlier.

The information garnered from the survey centered completely on the experience of working with the company. With any type of contract work, a sterling reputation is worth its figurative weight in Bitcoins- however that works out. So, it would follow that Matt Woodworking take the necessary steps to ensure that it is doing everything possible to protect that reputation.

The online survey was created and distributed to the store email list provided by Darla, and it elicited six immediate responses. A phone version was then conceived, and one of Matt Woodworking's employees conducted follow-up calls which elicited eleven phone responses, and one additional online response to total eighteen. The survey design was very simple, and generally took participants less than two minutes to complete.

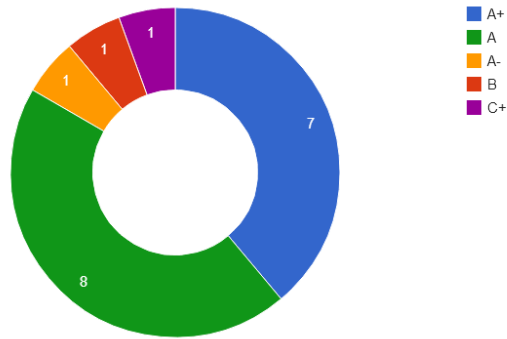
Fig. U displays the overall satisfaction results. Participants of the online survey were made to drag a slider horizontally to correspond with a happy/sad face that reflected their overall satisfaction. There were 5 options with 5 being the highest level of satisfaction. Phone participants were given a number scale of 1 - 5.

Fig. U: Overall Satisfaction (1 Low, 5 High)



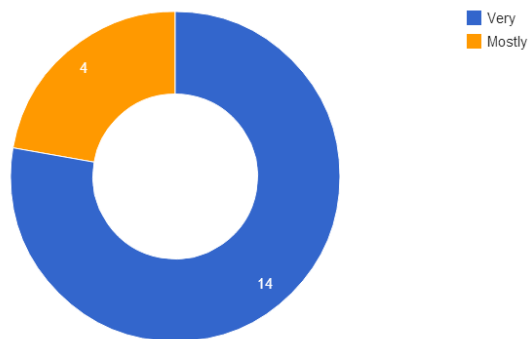
Similarly, a slider was used for online participants in the overall quality question (Fig. V). This time, the slider selected a letter grade from A+ through F. Phone participants were simply asked to assign a letter grade.

Fig. V: Quality Rating



The next question concerned the conduct of the buildout team. Another pain point for those who work with contractors is the unpredictable nature of their professionalism, general demeanor and appearance. As one might imagine, these factors can vary widely. In Matt Woodworking’s case, building a reputation for respectful and courteous behavior on the jobsite is a must (Fig. W). The options ranged from “Very” to “Not at all.” Only the options that received responses are displayed below.

Fig. W: Buildout Team Respectful & Courteous



The team lead is the store owner’s main point of contact for all issues relating to work on the store. It is critical that he or she be accountable for what needs to happen on the jobsite. That

requires regular two-way communication with store owners. Fig. X display's Matt Woodworking's results for this consideration. Thus far, the Team Lead has been the owner, Hugh Matt, although this may change throughout the expansion process.

Fig. X: Buildout Team Lead Accessible

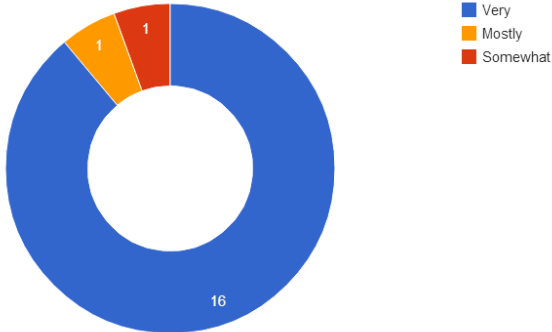
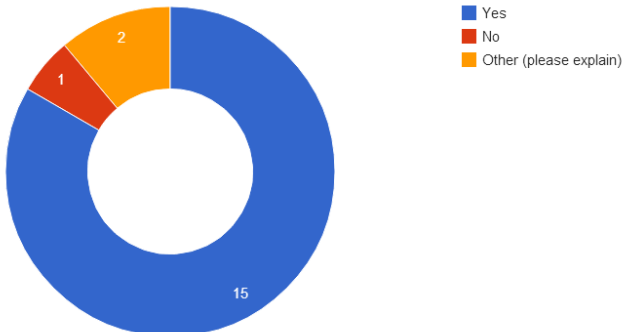


Fig. Y: The need for on-time completion of projects needn't be explained. In the cases where work was not completed on time, at least two were the result of conditions beyond the control of Matt Woodworking.

Fig. Y: On-Time Completion



The final question determined the net promoter score for Matt Woodworking. As Fig. Z demonstrates, responses are generally positive to very positive. Two respondents felt iffy about a recommendation, but the results may be explained by the fact that three projects were not completed on time.

Fig. Z: Net Promoter Score

8.94

Score	Combined Responses	Total Points	Net Promoter Score
0	0	0	
1	0	0	
2	0	0	
3	0	0	
4	0	0	
5	2	10	
6	0	0	
7	0	0	
8	2	16	
9	5	45	
10	9	90	
Total	18	161	8.944444444

Discussion

Campbell Mithun

As the data suggests, Campbell Mithun is certainly in need of a rebrand. Over the years, the agency had become too cumbersome with its acquisitions and departments, and became too reliant on legacy brands from here in the midwest to sustain it. Because of its lack of clout outside of the midwest, it became increasingly difficult to attract young talent. It isn't hard to see how this reputation began to reinforce itself over the years.

The results of the survey largely confirmed what was gathered from the interview with Rob Buchner.

The Good News:

Campbell Mithun slightly edged Carmichael Lynch as being the most-liked of the seven agency brands surveyed. It also was most popularly ranked 1st - 3rd in terms of prestige. Considering the agency's age and size, that isn't so surprising.

The Neutral News:

Campbell Mithun's five year outlook fared similarly to the rest of the surveyed field with the exception of Fallon and Martin Williams who both scored noticeably worse. In the category of "Preferred Employer," it scored a resounding "meh". Less of a hurdle to overcome than the overwhelmingly negative (e.g. Martin Williams)

The Bad News:

As expected, Campbell Mithun is indeed known for being big, old, outdated, and traditional. Campbell Mithun is also seen as severely lacking in innovation, although it wasn't dead last. Martin Williams was again cast in that unfortunate role.

In light of the results, the need to modernize and streamline is clear. Campbell Mithun has a lot of baggage, but it also has a lot of merit. The agency is established, still mostly respected, and has the resources and self-awareness to make the necessary changes. Those changes will most likely be universally embraced by the larger agency community. The real question becomes whether the internal public will be as receptive. After all, companies tend to exude the persona of their employees, and vice versa. If Campbell Mithun can withstand the internal challenges that threaten the effectiveness of a rebrand, this study suggests that success is highly probable.

Matt Woodworking

Matt Woodworking seems to be in the midst of a passive-pragmatic rebrand. Since the nature of the work performed is only obliquely related to its previous work, and its customers are now businesses instead of individuals, the brand simply cannot remain the same.

The Good News:

Reviews are generally very good. The owners have been in the cabinetry business for a long time, and have a firm grasp on best practices for customer service. This is one of

Matt Woodworking's key differentiators. The other is the speed and cost at which the company can churn out a job. It is quite impressive. At this rate, Matt Woodworking should expect to be able to expand to multiple crews, and work on different types of stores.

The Neutral News:

The name doesn't quite fit with the current business model. This has been a topic of concern for the Matts, and will need a resolution. The Matts still own the manufacturing facility and all the tools for the cabinetry business. They lay mostly dormant, and remain an insurance liability as well as an upkeep expense.

The Bad News:

Since reputation is so important in this line of work, it is slightly disappointing to see that four out of the eighteen respondents to the survey described the buildout team as being "mostly" respectful and courteous as opposed to "very" as did the rest of the respondents. While The data itself doesn't point to a large problem, one must question what is meant by "mostly."

Recommendations For Matt Woodworking

Matt Woodworking has a lot of good things going for it right now. It has a solid history of related cabinetry and customer service work, is generally well-liked, and operates efficiently. However, if

the company is to take the next step (as this passive-pragmatic rebrand would suggest), a few changes are necessary.

First of all, the name must change. It does not accurately indicate what the company does, and may in fact confuse potential customers. As referenced earlier, the majority of name changes are moving away from descriptive and person-based names in favor of associative or abstract ones. However, a completely different name might jeopardize existing brand equity.

It may be advisable to transition to a co-brand system where a suffix is added, then after the brand is more established, the name is shortened, but retains the suffix. In Matt Woodworking's case, it might look like this:

Matt Woodworking >

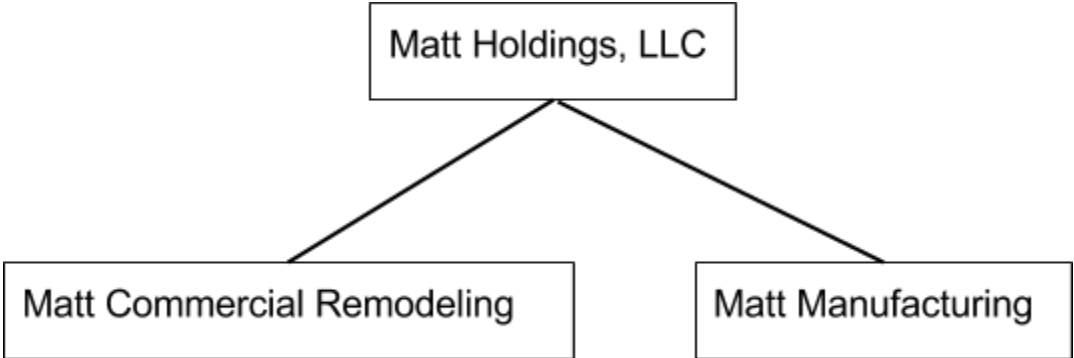
Matt Woodworking & Commercial Remodeling >

Matt Commercial Remodeling

It isn't sexy, but B2B customers aren't necessarily looking for a thrill from their contractor. They want integrity, efficiency, and of course, a low price. The above indicated name transition retains the name (the kernel of expertise), adds an accurate descriptor that will marry the two concepts to the Matt brand, then removes the (soon to be) unnecessary descriptor.

Additionally, it should be advised that Matt Woodworking become more present online. At minimum, a basic website should be established to ensure prospective customers have an easy means to vet the company. Along with ownership of a website, branded email addresses and a company LinkedIn page will further serve to speak professionalism to all who care to learn more about Matt Woodworking.

During the transitional years of the brand, while the scale of the commercial remodeling business increases, it may be advisable for the Matt brand to consider reopening the manufacturing operation to create a new division that would, at least, offset the cost of the property. This could look many different ways, but the final structure may well end up this way:



Finally, Matt Woodworking should use caution when bringing new employees into the operation. Because the average job uses a crew of four, having inexperience or worse at any one of those positions presents a significant risk. The data suggests a small hiccup in employee conduct at the jobsite. If that's the case, a consistent internal vetting and training system must be put in place to ensure a consistent level of service; particularly as crews expand.

General Discussion

A cursory glance at these two cases will reveal that they have been dealt with differently. Both companies underwent qualitative examination through interviews, and both yielded qualitative and quantitative data through surveys. But the similarities, other than the fact that they are each rebranding, seem to end there. They are both B2Bs, but Campbell Mithun is a much more recognizable name. They operate in different industries on completely different scales. And, indeed, they are at different phases of their respective rebrands.

In Campbell Mithun's case, the need for a rebrand was something that was recognized by leadership (and confirmed by popular opinion) long before this Capstone was conceptualized. It has been dealt with by senior leadership in a field that is intimately connected to branding concepts. Needless to say, Rob had a complete plan drawn up before the interview. For that reason, this paper offers only a descriptive treatment of the situation, and the most general of prescriptive statements. In fact, Rob informed the author of this paper on many aspects of his immediate plans for Campbell Mithun. As one might imagine, the author is not at liberty to discuss any of them, but will comment that he fully endorses the changes that Rob has planned.

For Matt Woodworking, the idea of rebranding was never broached until the suggestion of a name change came up in a meeting with their communications consultant. Because of the unfamiliarity with branding concepts that one would normally expect in a small B2B, the situation was never described as a rebrand until examined in retrospect. The company was already in the midst of a rebrand- they just didn't know it. Furthermore, they were unsure of the status of their

brand, and how to develop it. Because of this, both descriptive and prescriptive elements have been produced for Matt Woodworking.

What I Took Away From All This

Needless to say, this paper serves as little more than an exposition. No experiments were conducted; only efforts to collect data through primary and secondary research, followed by some critical thinking, observation, educated guesses, and the occasional crackpot theory. That being said, this process did elicit a few insights that seem satisfactorily meritorious of mention. They are listed below for your enjoyment.

Recognize the Problem

Depending on who is responsible for communication strategy, it may be the case that the person, in fact, cannot help but recognize the problem. If one is to believe the research, the vast majority of corporate rebrands are the result of outside influences. However, the task at hand is more complicated than simply recognizing the *existence* of a problem; one must fully articulate it- preferably in one sentence. Even in cases where the rebrand is a foregone conclusion because of a merger or acquisition, unsatisfactorily assessing risks and threats will lead to an irrelevant solution. A SWOT analysis or similar exercise would be appropriate at this stage.

Research

Begin with secondary research. This will allow the communicator to draw upon the wisdom of those who have been there. It will also provide the necessary ammunition for when it's time to sell the recommendation to stakeholders.

Begin qualitative primary research with interviews. Target those close to the matter at hand. In the case of a corporate level rebrand, the entire executive suite should be in play, with a particular focus on the most key decision makers available. Gathering this input at the beginning stages is valuable for two reasons: 1) the information is reliable. C-level people sit at the helm, and get to see the whole picture. 2) if these influencers are included at the beginning, they are far more likely to be on board with your recommendations down the line.

Using the insights from key brass, build the architecture for your quantitative analysis. Depending on the situation, The involvement of human subjects may be necessary. Bear closely in mind the effect that will have on the data, and be sure to include measures to protect the integrity of your data. For example, be sure to target a survey only to those qualified, and build in safeguards against faulty data. This will be an important point if your data is scrutinized.

Build an Airtight Case

If you did your research right, the recommendation should write itself. Just make sure that it can be articulated well with a memorable rally cry. This does wonders for its staying power. People simply can't resist an idea that sounds good.

Inside Out

Perhaps the biggest hurdle that faces strategic communicators is internal myopia, and it is most challenging when the cultural brain trust is plagued by that myopia. The solution will, of course, be as unique as the situation and persons involved in it. In the best cases, a communicator wishing to address the brand will find a way to turn that nearsightedness into a shared strategic vision; having a Lasik-like effect. Although in many cases, reading glasses may be the best one can expect.

(Do Your Best To) Stay Out of the Weeds

Assuming a communicator has succeeded in the the sometimes-monumental task of achieving internal buy in, the march continues through the harrowing gauntlet of tangential thinking and premature criticism. Be patient. Keep smiling. Refer to the strategy. Refocus the conversation. Refer to the strategy. You may find it helpful to use your rally cry as a mantra that plays in the back of your mind during implementation meetings. This will help you maintain sanity (in theory).

When challenged (and you will be), defend all recommended tactics by referring to the strategy. Justify the strategy with the research, and the research with the support of your C-level benefactors. Where this practice runs into the mud a bit is when the critic is also the benefactor. This tends to be an issue particularly for small organizations. However, small organizations have their advantages as well. Their less cumbersome structure will mean that each influencer won over carries greater weight.

Execute

And that's it! You can finally go ahead and make that flyer.

Why It Wasn't Perfect & What Could Be Improved

The most glaring imperfection in this study is the extremely limited access to qualified respondents, resulting in small data sets. In Campbell Mithun's case, data gathering was limited due in part to the specific pool from which responses must have necessarily been drawn. Respondents to the Campbell Mithun survey may also have been dissuaded by the subject matter, not entirely trusting in the anonymity that was advertised. This is an interconnected industry, to say the least. Because of its limitation of scale, a comparison of the captured demographic to industry demographics for the Twin Cities would be necessary in order to indicate generalizability of the findings.

In Matt Woodworking's case, there were only 27 total eligible respondents, so there were never many data points to begin with. Still, a representative sample was achieved. In the portion of the survey where four respondents listed "mostly" for the buildout team being respectful and courteous, a dialogue box should have existed to garner further detail. Additionally, because the survey was adapted for phone use, it is impossible to tell whether the fact that it was conducted over the phone influenced respondents' results. It most likely did. People tend to be nicer over the phone. Most importantly, the online survey was anonymous whereas the phone survey was decidedly not.

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Interview Notes, Rob Buchner

Rebranding Campbell Mithun

Rob Buchner, CEO

04/18/2014

In-Depth Interview, CEO Rob Buchner

1 hr, Open format. Discussed the current state of affairs with CM, and his thoughts about the direction to take. Has big plans for rebranding the organization. Most of those plans are embargoed till August or September.

Rob's brother runs Fallon.

Lately, Campbell Mithun has "not been dynamic". It has gone from an agency of over 600 employees filling its namesake tower to being an agency of around 238 throughout its divisions. Buchner attributes part of the problem to the fact that the over 80 year old organization has built its reputation on legacy brands (e.g. Land-o-Lakes, Toro, General Mills), and in doing so, has become a bit too comfortable with the status quo. Like the legacy brands, certain employees have also become comfortable with a static and quiet work environment. This kind of climate does not have the kind of energy that Rob is looking for. Especially considering the talent against which they are competing for business.

Rob admits that he was hired to "invigorate the agency," and he has plans to do so. He wants to have a stronger emphasis on design and technology specifically.

The overall goal is to generate new consideration from clients, talent, and media and business community. He plans to do this by getting people to say "how did they do that?" He wants buzz. The move to 510 Marquette is one of the biggest physical symbols of change that will happen for CM. They will be moving across downtown to that building which will feature a classically open structure with modern, restrained décor. Julie Snow (Snow Architects) .He wants lots of natural light, and above all, a design that speaks to the unity and harmony of the brand and culture.

Rob will shortly be announcing what sound like a couple of high-profile, attention-grabbing hires in the next few months; plenty of time to include them in the capstone. These hires will be part of his larger initiative to try to shake up the culture from being quiet, reserved, and cerebral to one of energy.

Rob has consulted with the last few CEOs of CM, bouncing his rebranding ideas off them. They all say the same thing: "I wanted to do the same thing myself, but it wasn't in the cards." Rob is counting on the momentum of his hire to strike while the iron is hot. He says he is 9 months in to a plan that he envisions taking 3 years to complete. By that, he means that in 3 years, this company will be thought of in drastically different terms.

Campbell Mithun is not a strong/popular name. e.g, employees on the General Mills campus identify as McCann employees, and have that on their business cards. McCann is (check this)

the largest agency in the world, and carries more clout than CM. Rob says that if it's recalled at all, CM is associated with General Mills, and is seen as a bit fuddy duddy.

The interior design of Campbell Mithun is a big gripe for Rob. It speaks to more systemic problems. Over the decades, CM has changed names several times; by acquiring and being acquired (find exhaustive list of these).

e.g. for pitches in the presentation room, the first half of a slide deck will be CM branded with logo, and language. Then the Compass Point people come in with their logo, and pass out their Compass Point business cards.

On the (24th?) floor, when you step off the elevator, you're greeted by CM logo and name along with the Compass Point Media logo and its spelled out name. For a company entrusted with branding, how does that instill confidence in clients?

Rob's philosophy through all of this is to keep an eye on the future with reverence for the past. He wants to start attracting the right kind of talent right now. He wants to steal talent from Target. He firmly believes that these changes will make CM into the kind of agency that attracts the talent of the future.

For inspiration, Rob looks to Mullen, an agency out of Boston that began as a "writer's agency" officing in a monastery to a global force. It's huge now, and continues to grow and win business (more research necessary for supporting facts).

Rob's goal archetype for CM is that of a versatile, nimble, cross-fit athlete. One that is strong, but can turn on a dime, and do something totally unexpected.

Interview Transcript, Darla Matt

Matt Woodworking -started off in the cabinetry business, targeting local consumers in the Grand Forks area, and a little bit outside of Grand Forks- when did you start doing that?

2006 I do believe.

And was it about 2010 that you guys transitioned over to the UPS store business mainly?

It would have been... yeah, it would have been 2010.

So what was the impetus for the change?

You know, it's kind of a two-fold thing. It was one of those situations where we were doing the manufacturing, and there was getting to be more and more competition in the market. You have standard cabinet shops like what we do, then you have your "every guy thinks he's a woodworker" sort of deal making cabinets and try to sell them, and then you have the big box people like Menards and Lowe's and all of that, then you had that prefabs that the contractors were starting to use. There was such a multifaceted competition going on that we had to start expanding farther and farther out to get our work. Because there's only so much of the pie here, and everybody's trying to get a piece of it. We started expanding out geographically, and we were looking at it and saying "we've got to either really dive in and really focus on our area geographically to start manufacturing and installing cabinets, or look at another avenue." And it was right about that time that the opportunity came up for the UPS Store, where during the recession, there was a contractor that was doing this exclusively, and he went out of business, and gave Matt Woodworking an opportunity to do that work, and it was one of those things where we were like "either pursue the UPS Store and really really focus on that, or start throwing some serious money at marketing and advertising for cabinetry.

So it was sort of a fork-in-the-road.

It really was. And it was one of those things like, okay. What is the desire, what is the direction? The manufacturing, that competition is still there. And it's getting more and more fierce all the time. What is the opportunity really? The UPS Stores are going through remodels and transfers, and all sorts of other things right now. We're seeing growth in the company. The opportunity is there. So it was a nice departure. We just moved in the direction that the opportunity was.

Following the money, I suppose.

In a sense, yes. Exactly. And that's the thing. I believe small businesses sometimes get so focused on what they're doing, they build their products and say "I sell this." But they don't always watch for the signs of how things are changing, and adjust their company according to those changes and follow where it takes you. A lot of deep thought went into it -no doubt- because it was like: either we leave this manufacturing aside and not worry about it, or we just dive fully into it and really try to beat along with the competition to try to see who comes out on top.

[So, nowadays, if for some reason the demand were to pick back up for the manufacturing, would you then transition back over?](#)

I don't think we would transition back over, but we haven't shut the door on it. We have everything in place, we have all the equipment, we have the facility. If that were to open back up, like with some change in the market, it would just be looking at setting up a separate division within the company. You'd have your manufacturing division here, you'd have your UPS Stores and whatever your franchise business is over here. You'd do different divisions. We haven't shut the door on it completely, because you never know. I don't foresee that those big box stores are going to get less and less and less into it, but you never know.

[In the current business model, how are new customers obtained?](#)

Quite honestly, it is a relationship-based deal. It is solely, right now, trying to find the people who have the influence to make it happen for you. And it is really networking at this point. And word-of-mouth. Right now it's solely with the UPS Store, but the goal is to get into other franchises as well, to be able to do the same thing with them. But it's the classic case right now where Hugh is working closely with the regional people for the UPS Store, not the individual store owners, but the people for Minnesota and Oklahoma and Missouri, and all of those states for some to recommend Matt Woodworking when they have a store that needs to be done. So it's not trying to get out to every single franchisee out there because that's impossible, but if you get into a comfortable relationship with these regional people where they actually know what's coming up in the future, they're the ones that can say, "Hey, why don't you give Matt Woodworking a chance to bid on this", and if they can speak well of you, the individual franchisees are more inclined to use Matt Woodworking because they're more comfortable, and we're being highly recommended. So that's how it is right now with the current model. There's not magic, it's just contacts.

[How does your strategy differ between corporately-managed areas and franchised areas?](#)

So, the stores themselves are all individually owned, but there are corporately owned areas. For instance, with North Dakota, South Dakota, and Nebraska, it's a privately-held area. So, therefore, the area branch leader can say, "You're going to use this contractor." And Matt Woodworking is the exclusive contractor for those three states. There are no other contractors that get an opportunity to even bid on it. If it's a privately held area, you can actually have a little more control over what you tell your franchisees you want them to do. When you get into the corporately owned areas, they're a little less hands-on with some of those things so they leave a lot in the hands of the franchisees vs. coming in and saying "this is how it's going to work." They'll just say "you have to do this, and it's your choice how you want to do it."

So, from Matt Woodworking's point of view, the people of influence -the people they should be targeting- are in that area level.

Absolutely. They're the ones that have the most power. You know, Patty Winters out of Wisconsin? She's an area franchisee. James Burseth out of Colorado, he's a franchise consultant, which is.. he works for corporate, but he's the equivalent of an area franchisee. But you are correct. Those are the people that have the influence.

Nationwide, how many of those are there?

You know, that's a good question. I don't know how many there are out there. You've probably got about forty. I'd have to check.

So then, it's a pretty manageable roster of individuals, if you're actually able to reach them.

Yes. And not to complicate things further, but there's another tier in there that's kind of influential. It's on the regional level, which is kind of between the area franchisee and corporate. And it's like a regional vice president and operations manager, and somebody else. Those people are influential because they're the support for the area people, they also know what's going on, and they also have a lot of power as to what goes on. For instance, Oklahoma, Minnesota, a lot of that influence comes from Jack Tirully and Tony Pritchard who are regional levels. So they know what's happening in those areas, and they can facilitate, and say "hey" let's give these people a shot. So that regional level is also a very good one as well too. Working with both the area and the regional is pretty key. Once you get up to the corporate level, there aren't many people who would be helpful.

So those are our main influencers. Of course, it always helps when the franchisees like you too.

36:00 Oh, absolutely. And word-of-mouth goes a long way when you have one happy franchisee.

You spoke a little bit about getting into other franchises. What's that going to look like in the next few years?

That's a good question. We're trying to figure that out right now. It's like, what are the needs using the same model that we're doing for the UPS Store? And it's more or less doing the turnkey franchising. So, everything is coordinated from the franchise levels to the time the franchisee walks in and turns the key and opens the door. You know, I'm not sure we shouldn't be going after corporately-owned businesses like Starbucks. All of the Starbucks stores are corporately owned. Nothing says we can't do something like that too. Because then you take the franchisee out of the equation and you're working with the people at the corporate level. We've kind of pursued Batteries Plus to see if there is an opportunity there, I don't know that we've... We spoke with someone that I knew, and he's kind of like a business broker, so I'm not sure that he had the influence enough to recommend us. We did speak with the corporate office on that, and they just didn't quite see how it fit what they were doing. It was difficult for them to understand the value that we could bring to the table. Right now they're kind of letting their local people do their own thing. Setting them up themselves, things like that.

Maybe there's a case to be made once we have some stories to tell.

Right. Another one we were looking at was Snap Fitness. We couldn't even get a phone call back on that. So it's really a matter of trying to identify what chains or corporately owned franchises are out there. And then it's "what are their needs"? If you go into an HR Block, for instance, they wouldn't have any need for us because there isn't much there to do. There a bunch of desks, and some signs and... so it's a matter of finding the type of businesses that have the same type of scenario where you just go in there and make it happen; you set up the equipment, you set up the technology, and you're good to go.

It seems like comfort is a big thing for these companies. Giving them the feeling that they know what they'll be getting.

Right. Yep. And that's exactly what it is, it's comfort. And for us to try to portray that comfort. Knowing that the people going in there know exactly how to get the job done, knowing it'll be done properly, knowing that the imaging is going to be proper, and knowing there aren't going to be a lot of misunderstandings as to how things are supposed to be accomplished. Off the top of my mind, I think Starbucks would be ideal if we could do that. Or similar things to that.

Survey Data, Campbell Mithun

1. How familiar are you with these organizations?							
#		Very familiar	Somewhat familiar	I've heard of them	No clue	Total Responses	Mean
1	Campbell Mithun	29	13	2	0	44	1.39
2	Colle + McVoy	19	16	9	0	44	1.77
3	Carmichael Lynch	22	19	3	0	44	1.57
4	Martin Williams	19	13	9	3	44	1.91
5	Periscope	18	19	4	3	44	1.82
6	Fallon	20	17	7	0	44	1.7
7	Olson	20	18	5	1	44	1.7
		147	115	39	7	308	

2. What is your connection to these organizations?								
#		I work there/have worked there	I have done business with them	I know someone who works there/worked there	I've seen them around	No connection	Total Responses	Mean
1	Campbell Mithun	15	3	25	1	0	44	2.27
2	Colle + McVoy	4	4	23	9	4	44	3.11
3	Carmichael Lynch	9	5	24	2	4	44	2.7
4	Martin Williams	5	2	22	7	8	44	3.25
5	Periscope	1	5	27	7	4	44	3.18
6	Fallon	3	3	26	7	4	43	3.14
7	Olson	4	10	24	2	2	42	2.71

3. Do you like these organizations?								
#		Very much like	Like	Indifferent	Dislike	Very much dislike	Total Responses	Mean
1	Campbell Mithun	9	17	11	5	1	43	2.35
2	Colle + McVoy	9	11	20	2	1	43	2.42
3	Carmichael Lynch	10	15	17	0	1	43	2.23
4	Martin Williams	4	9	26	3	1	43	2.72
5	Periscope	5	14	24	0	0	43	2.44
6	Fallon	5	14	20	3	1	43	2.56
7	Olson	9	12	15	6	1	43	2.49

4. Please rate your 5 year outlook for each organization.									
#	Question	Very Positive	Positive	Neutral	Negative	Extremely Negative	Don't know/No opinion	Total Responses	Mean
1	Campbell Mithun	3	13	14	4	1	8	43	3.26
2	Colle + McVoy	3	14	14	1	0	10	42	3.26
3	Carmichael Lynch	6	12	13	2	0	10	43	3.19
4	Martin Williams	1	5	19	6	1	11	43	3.79
5	Periscope	2	19	12	1	0	9	43	3.12
6	Fallon	2	11	17	5	0	8	43	3.33
7	Olson	8	13	10	4	0	8	43	2.98

8. Please rank in order of prestige (1 being most prestigious).										
#		1	2	3	4	5	6	7	8	Total Responses
1	Campbell Mithun	7	5	8	3	3	2	1	3	32
2	Colle + McVoy	2	2	4	8	9	4	2	1	32
3	Carmichael Lynch	6	10	6	7	1	1	0	1	32
4	Martin Williams	0	0	1	5	6	6	13	1	32
5	Periscope	2	0	2	6	6	11	5	0	32
6	Fallon	10	6	3	1	4	6	2	0	32
7	Olson	3	8	8	2	1	2	7	1	32
8	Other	2	1	0	0	2	0	2	25	32
	Total	32	32	32	32	32	32	32	32	-

9. Please rank in order of innovation (1 being most innovative).											
#		1	2	3	4	5	6	7	8	Total Responses	
1	Campbell Mithun	3	2	2	2	7	6	5	4	31	
2	Colle + McVoy	7	6	6	5	2	4	1	0	31	
3	Carmichael Lynch	4	3	8	7	6	1	2	0	31	
4	Martin Williams	0	0	2	4	3	10	12	0	31	
5	Periscope	3	4	3	5	8	4	3	1	31	
6	Fallon	5	7	3	5	3	5	2	1	31	
7	Olson	6	9	7	2	2	0	5	0	31	
8	Other	3	0	0	1	0	1	1	25	31	
	Total	31	31	31	31	31	31	31	31	-	

10. Please rank in order of preferred employer (1 being most preferred).										
#		1	2	3	4	5	6	7	8	Total Responses
1	Campbell Mithun	4	1	5	5	6	4	4	2	31
2	Colle + McVoy	8	5	4	5	6	2	1	0	31
3	Carmichael Lynch	3	7	8	6	1	4	1	1	31
4	Martin Williams	1	1	0	4	3	9	11	2	31
5	Periscope	6	4	6	3	8	1	3	0	31
6	Fallon	4	3	5	3	4	8	4	0	31
7	Olson	2	10	3	4	2	3	5	2	31
8	Other	3	0	0	1	1	0	2	24	31
	Total	31	31	31	31	31	31	31	31	-

11. Please select your age range						
#	Answer	Bar	Response	0%	Age Range	Response
1	Under 18	0	0	0%	Under 18	0
2	18-24	0.032258	1	3%	18-24	1
3	25-30	0.419355	13	42%	25-30	13
4	31-40	0.354839	11	35%	31-40	11
5	41-55	0.096774	3	10%	41-55	3
6	50+	0.096774	3	10%	50+	3
	Total		31	100%		

12. Please select your general location				
#	Answer	Response		0%
1	Greater Mpls/St.Paul Metro Area	28		90%
2	Other	3		10%
	Total	31		100%
	Other			
	Southeast, MN			
	Currently San Diego, I was in MSP			
	Chicago			

13. At what level of your organization do you work?				
#	Answer	Response		0%
1	Intern/Entry level	0		0%
2	Specialist/Assistant	2		6%
3	General Staff	7		23%
4	Middle Management	13		42%
5	Senior Leadership	6		19%
6	Other	3		10%
	Total	31		100%
	Other			
	retired from senior leadership			
	sales			
	freelance			

14. Please select your gender.				
#	Answer	Response		0%
1	Male	9		29%
2	Female	22		71%
3	Other	0		0%
	Total	31		100%

Survey Data, Matt Woodworking

3. Overall, how was your experience with Matt Woodworking? (please drag the slider)		
Combined Responses		
	1	0
	2	0
	3	2
	4	6
	5	10
	Total	18

4. How would you rate the quality of the work?					
Combined Responses					
	1	F	0	A+	7
	2	D-	0	A	8
	3	D	0	A-	1
	4	D+	0	B+	0
	5	C-	0	B	1
	6	C	0	B-	0
	7	C+	1	C+	1
	8	B-	0	C	0
	9	B	1	C-	0
	10	B+	0	D+	0
	11	A-	1	D	0
	12	A	8	D-	0
	13	A+	7	F	0
	Total		18		

5. Was work completed within the promised time frame?			
Combined Responses			
Yes	15		
No	1		
Other (please explain)	2		
Total	18		
it was rushed at the end to accommodate his employees			
The crew finished what they could. Things were missing.			

6. Was the Buildout Team respectful and courteous?			
Combined Responses			
Very	14		
Mostly	4		
Somewhat	0		
Not Quite	0		
Not At All	0		
Total	18		

7. Was the Buildout Team Lead accessible for questions or concerns?			
Total Responses			
Very	16		
Mostly	1		
Somewhat	1		
Not Quite	0		
Not At All	0		
Total	18		

8. On a scale from 0-10, how likely are you to recommend Matt Woodworking & Commercial Remodeling to a friend or colleague?			
Combined Responses			
0	0		
1	0		
2	0		
3	0		
4	0		
5	2		
6	0		
7	0		
8	2		
9	5		
10	9		
Grand Total	18		

Sample Survey, Campbell Mithun

Q1 How familiar are you with these organizations?

	Very familiar	Somewhat familiar	I've heard of them	No clue
Campbell Mithun	m	m	m	m
Colle + McVoy	m	m	m	m
Carmichael Lynch	m	m	m	m
Martin Williams	m	m	m	m
Periscope	m	m	m	m
Fallon	m	m	m	m
Olson	m	m	m	m

If Colle + McVoy - No clue Is Selected, Then Skip To Please select your age rangelf Campbell Mithun - No clue Is Selected, Then Skip To Please select your age rangelf Carmichael Lynch - No clue Is Selected, Then Skip To Please select your age range

Q2 What is your connection to these organizations?

	I work there/have worked there	I have done business with them	I know someone who works there/worked there	I've seen them around	No connection
Campbell Mithun	m	m	m	m	m
Colle + McVoy	m	m	m	m	m
Carmichael Lynch	m	m	m	m	m
Martin Williams	m	m	m	m	m
Periscope	m	m	m	m	m
Fallon	m	m	m	m	m
Olson	m	m	m	m	m

Q3 Do you like these organizations?

	Very much like	Like	Indifferent	Dislike	Very much dislike
Campbell Mithun	m	m	m	m	m
Colle + McVoy	m	m	m	m	m
Carmichael Lynch	m	m	m	m	m
Martin Williams	m	m	m	m	m
Periscope	m	m	m	m	m
Fallon	m	m	m	m	m
Olson	m	m	m	m	m

Q4 Please rate your 5 year outlook for each organization.

	Very Positive	Positive	Neutral	Negative	Extremely Negative	Don't know/No opinion
Campbell Mithun	m	m	m	m	m	m
Colle + McVoy	m	m	m	m	m	m
Carmichael Lynch	m	m	m	m	m	m
Martin Williams	m	m	m	m	m	m
Periscope	m	m	m	m	m	m
Fallon	m	m	m	m	m	m
Olson	m	m	m	m	m	m

Q5 What is the one word you would use to describe each organization?

- Campbell Mithun
- Colle + McVoy
- Carmichael Lynch

Q7 What does each organization do best?

- Campbell Mithun
- Colle + McVoy
- Carmichael Lynch

Q8 What does each organization do worst?

- Campbell Mithun
- Colle + McVoy
- Carmichael Lynch

Q9 Please rank in order of prestige (1 being most prestigious).

- _____ Campbell Mithun
- _____ Colle + McVoy
- _____ Carmichael Lynch
- _____ Martin Williams
- _____ Periscope
- _____ Fallon
- _____ Olson
- _____ Other

Q10
Please rank in order of innovation (1 being most innovative).

- _____ Campbell Mithun
- _____ Colle + McVoy
- _____ Carmichael Lynch
- _____ Martin Williams
- _____ Periscope
- _____ Fallon
- _____ Olson
- _____ Other

Q11 Please rank in order of preferred employer (1 being most preferred).

- _____ Campbell Mithun
- _____ Colle + McVoy
- _____ Carmichael Lynch
- _____ Martin Williams
- _____ Periscope
- _____ Fallon
- _____ Olson
- _____ Other

Q12 Please select your age range

m Under 18

m 18-24

m 25-30

m 31-40

m 41-55

m 50+

Q13 Please select your general location

m Greater Mpls/St. Paul Metro Area

m Other _____

Q14 At what level of your organization do you work?

m Intern/Entry level

m Specialist/Assistant

m General Staff

m Middle Management

m Senior Leadership

m Other _____

Q15 Please select your gender.

m Male

m Female

m Other

Sample Survey, Matt Woodworking

Matt Woodworking & Commercial Remodeling

Q7 In what year did you work with Matt Woodworking & Commercial Remodeling?

- m 2009
- m 2010
- m 2011
- m 2012
- m 2013
- m 2014

Q8 In what season did you work with Matt Woodworking & Commercial Remodeling?

- m Spring
- m Summer
- m Fall
- m Winter

Q1 Overall, how was your experience with Matt Woodworking & Commercial Remodeling? *(please drag the slider)*

- m 1
- m 2
- m 3
- m 4
- m 5

Q2 How would you rate the quality of the work?

- m 1
- m 2
- m 3
- m 4
- m 5
- m 6
- m 7
- m 8
- m 9
- m 10
- m 11
- m 12
- m 13

Q3 Was work completed within the promised time frame?

m Yes

m No

m Other (please explain) _____

Q4 Was the Buildout Team respectful and courteous?

m Very

m Mostly

m Somewhat

m Not Quite

m Not At All

Q5 Was the Buildout Team Lead accessible for questions or concerns?

m Very

m Mostly

m Somewhat

m Not Quite

m Not At All

Q9 On a scale from 0-10, how likely are you to recommend Matt Woodworking & Commercial Remodeling to a friend or colleague?

m 0

m 1

m 2

m 3

m 4

m 5

m 6

m 7

m 8

m 9

m 10

Q6 Please provide your rough geographical area (e.g. Greater Mpls/St.Paul).